

# Washington, DC Gun Violence Reduction Strategic Plan

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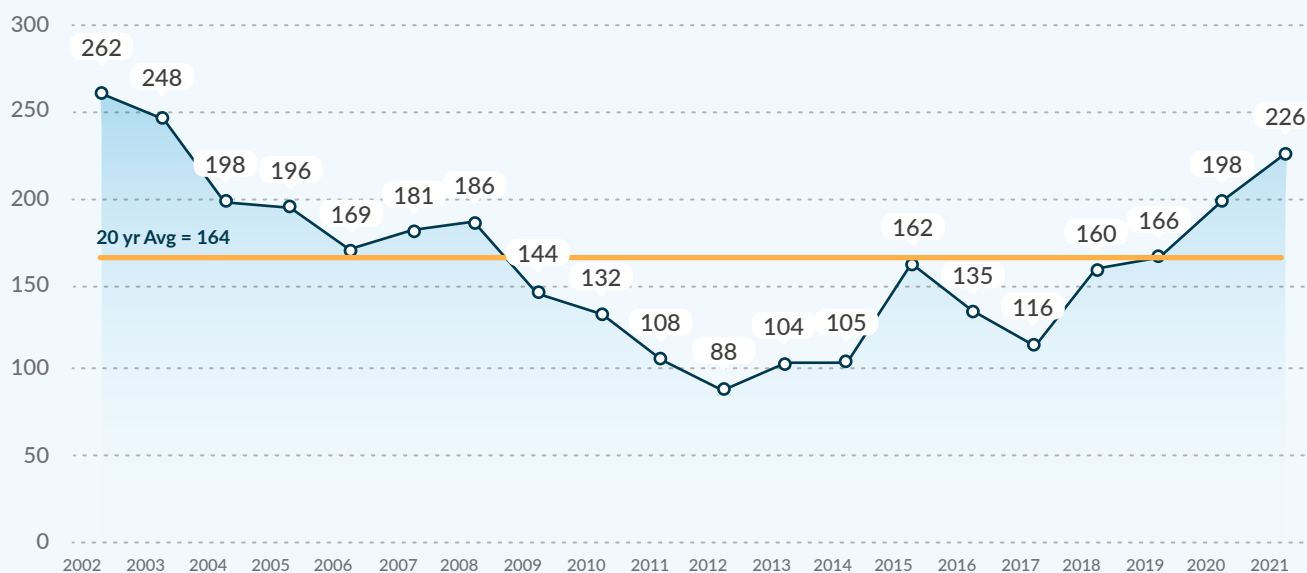
# Introduction

In the past few years, Washington DC has experienced an increase in gun violence, and a sharp rise since the start of the COVID pandemic. Dubbed the nation's "murder capital" in late '80s and early '90s, the District logged 482 homicides in 1991. But in 2012 the city had its lowest homicide count in 49 years, with 88 murders. In 2021, the District reached the grim milestone of more than 200 killings for the first time in 17 years, amassing a total of 226<sup>1</sup> murders.



In 2021 the city had  
**+200 killings**  
for the first time in 17 years

### DC Homicide Count: 2002-2021



Source: MPD

\* 2013 The citywide 2013 homicide statistics include the 12 victims of the Washington Navy Yard shooting incident that occurred on September 16, 2013

In 2020, the National Institute of Criminal Justice Reform (NICJR) conducted a detailed [Landscape Analysis](#) of the District's violence prevention strategies and community based services. NICJR then partnered with the Criminal Justice Coordinating Council (CJCC) and its member agencies to produce a comprehensive Gun Violence Problem Analysis, completed in February 2022. CJCC and Office of Gun Violence Prevention (OGVP) then commissioned this plan to reduce gun violence in the District.

<sup>1</sup> <https://mpdc.dc.gov/page/district-crime-data-glance>

In addition to the information and research gathered and conducted for the Landscape Analysis and Gun Violence Problem Analysis, in developing this plan NICJR:

- Conducted research and reviewed national effective practices and programs;
- Conducted interviews with key District government and community stakeholders;
- Visited several local community programs and government agencies; and,
- Hosted community events to receive input and feedback.

Early on in this process, CJCC, OGVP and NICJR agreed that this plan would focus specifically on reducing gun violence. While this plan includes long-term prevention and community transformation recommendations, the primary focus of this plan is to achieve near-term reductions in gun violence.

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# Background

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The District is unique in that it is one of the few cities in the country that has the needed talent, ability, and resources to drastically reduce gun violence in the city. However, it is lacking the political commitment, coordination, and a coherent strategy to reduce gun violence.

As background on the series of Recommendations proposed in this Gun Violence Reduction Strategic Plan, the following are brief summaries of recent plans and current initiatives to address violence in the District:

## Safer Stronger DC

**Safer Stronger DC** (SSDC), was a comprehensive and citywide public safety agenda in 2015 to prevent violence in the District. It includes a mix of legislative, budgetary, and administrative measures focused on a public health approach to reducing violence. The Safer Stronger Advisory Council (SSAC) was formed by SSDC to generate specific implementation recommendations. The SSAC developed the recommendations through a collaborative learning process framed around challenges, as well as opportunities, and utilized a data-driven and evidence-based framework that focused on upstream solutions with an emphasis on community-based partnerships.

### The SSAC developed the following four Strategic Priorities:

- Establish an Office of Neighborhood Safety and Engagement (ONSE), located in the Executive Office of the Mayor, with its own budget;
- Establish a Violence Prevention Oversight Committee (VPOC) to oversee and coordinate violence prevention efforts conducted throughout the city, with two Co-Chairs, one from a community based organization, and one from government;
- Ensure infrastructure of data collection by participating in the National Violent Death Reporting System (NVDRS) supported by the Centers for Disease Control and Prevention; and,
- Establish a Violence and Near Fatality Review Committee to examine the violence in the District.

The SSAC's final report<sup>2</sup> included four Overarching recommendations, nine Community Stabilization recommendations, fourteen Community Outreach recommendations, ten Community Building recommendations, and eighteen Economic Opportunity recommendations.

The SSAC expressed strong support for use of credible messengers as a critical need to reduce and prevent violence in the District. Inclusion of returning citizens as essential resources and ingredients for success was also a related consistent theme. Similarly, there was consensus around the transformative benefits of trauma-informed approaches to policy, program, and service delivery. Lastly, SSAC noted the unique role of community based organizations in the comprehensive solution.

### **The Neighborhood Engagement Achieves Results (NEAR) Act**

The NEAR Act, unanimously passed by Council in 2016, uses public health approaches to prevent violence and reduce incarceration. The NEAR Act covers a wide range of public safety initiatives designed to reduce violent crime, reform criminal justice provisions, and improve community-police relations.<sup>3</sup> Each of the 20 provisions of the NEAR Act have been fully funded and implemented by the District.

The NEAR Act created the following groups to advise, recommend– and in some cases implement–innovative methods to reduce violence in the District.

- The Office of Neighborhood Safety and Engagement;
- The Office of Violence Prevention and Health Equity;
- The Community Crime Prevention Team;
- The Community Policing Working Group; and,
- The Homicide Elimination Task Force.

The NEAR Act targeted dangerous and gun-related violence through the following activities:

- expanded the boundaries where a person licensed to conceal carry cannot be located;
- required all registered firearms to include microstamping; and,

- allowed for persons under supervised release to be held for up to 72 hours for violating certain terms of release.

A detailed review of the progress made on implementing the NEAR Act can be found [here](#).

### **The following are brief summaries of the District government's primary agencies and initiatives to address gun violence:**

#### **Office of Neighborhood Safety and Engagement (ONSE)**

The Office of Neighborhood Safety and Engagement (ONSE) works to address violence in the District and assist families dealing with the grief and trauma caused by violence. ONSE was created to consolidate the work being done by the Safer Stronger DC Community Partnerships Office (SSDCCP) and the Community Stabilization Program (CSP) under one mission.

In October 2017, ONSE opened its office at 100 42nd Street, NE in Ward 7. ONSE's mission is to foster community-based strategies to help prevent violence and increase public safety. ONSE's strategy is rooted in a public health approach to violence prevention, recognizing that reducing crime is not accomplished through law enforcement alone.

#### **ONSE includes the following programs:**

##### **The Pathways Program**

The Pathways Program is a transitional employment program that aims to decrease participants' involvement in the criminal justice system and improve their employment, education, and training outcomes. Individuals referred to this program are ages 20-35 and have been identified as being at risk of participating in and/or being victims of violent crime.

<sup>2</sup> [https://doh.dc.gov/sites/default/files/dc/sites/doh/page\\_content/attachments/SSDC%20Advisory%20Committee%20Final%20Report%20May%202016%20v%206%2021%2016\\_new.docx.pdf](https://doh.dc.gov/sites/default/files/dc/sites/doh/page_content/attachments/SSDC%20Advisory%20Committee%20Final%20Report%20May%202016%20v%206%2021%2016_new.docx.pdf)

<sup>3</sup> <https://onse.dc.gov/page/near-act-safer-stronger-dc-onse>

## **Violence Interrupter Program**

ONSE contracts with local community based organizations to help reduce violence by establishing a strong presence in communities with high levels of violence. ONSE partners with residents, government agencies, and community-based organizations to reduce violence by building relationships with individuals and families most at risk of being directly affected by gun violence.

Through increased investment in community based organizations, in 2022 ONSE will significantly **expand the number of Violence Interrupters** and other frontline level violence intervention workers from 30 to 80.

The following includes descriptions of several initiatives and programs of ONSE that are relevant to the issues addressed in this report.

### **School Based Initiative (SBI)**

The ONSE Leadership Academy (OLA) is a school-based pilot initiative launched in fall of 2019 in partnership with Anacostia High School and the Department of Employment Services' Year-Round Youth Program. OLA has a team of six full-time staff embedded within the school who are working with nearly 40 students selected to receive support due to attendance, behavior, and academic challenges. SBI aims to promote school and community safety, and alleviate challenges or barriers to success for the highest risk students. The team collaborates with school administrators, teachers, and professionals to conduct this critical work.

### **Office of Gun Violence Prevention**

On February 17, 2021, Mayor Muriel Bowser **announced** the launch of a first-of-its kind Gun Violence Prevention Emergency Operations Center (EOC), as part of Building Blocks DC, a new comprehensive gun violence prevention program. The EOC was located at Shannon Place in Ward 8 and was staffed with top personnel from various District government agencies. The purpose of the EOC was to respond to gun violence as an urgent

crisis similar to how the District has responded to the Covid-19 pandemic.

The focus of the strategy is on people and places with the very highest rates of gun violence. The mission of Building Blocks DC, which has been renamed the Office of Gun Violence Prevention (OGVP) is to “adopt a whole of government response that facilitates a place-based and person based strategy offering access to services within agencies/organizations responsible for education, job placement and training, housing, and mental health services in a streamlined way.”<sup>4</sup>



*Adopt a whole of government response that facilitates a place-based and person based strategy offering access to services within agencies/organizations responsible for education, job placement and training, housing, and mental health services in a streamlined way.*



Through a whole of government approach, and in partnership with the District's most impacted communities, OGVP is working aggressively to address the urgent needs of District residents identified as most at risk of perpetrating or being a victim of violence.

### **Hospital-Based Violence Intervention Program (HVIP)**

The District's Hospital-Based Violence Intervention Program (HVIP) works with victims of violence connecting them and their families with government and community-based services to promote healing and reduce revictimization and further violence. HVIP was launched by the Office of Victim Services

<sup>4</sup> <https://oca.dc.gov/page/building-blocks-dc>

and Justice Grants in 2016 and the program uses supportive approaches tailored to the individual victim including:

- Engaging with victims and their families in the aftermath of life-threatening intentional trauma to help them address the short-term consequences of violence;
- Maintaining long-term connection with victims and their families to help them heal from the lasting consequences of violence;
- Connecting victims and their families with government and community-based services, including crisis intervention, case management, trauma-informed mental health services, and other support services.

More information on HVIP can be found [here](#).

### Cure the Streets (CTS)

Cure the Streets (CTS) is a gun violence intervention program launched in 2018 by the Office of the Attorney General (OAG) in partnership with the National Association for the Advancement of Returning Citizens. CTS uses a data-driven, public-health approach to treat gun violence as a disease that can be interrupted, treated, and stopped from spreading. CTS is working in six neighborhoods with some of the highest rates of gun violence in Wards 5, 7 and 8. CTS is modeled on the Cure Violence model developed in Chicago.

CTS uses violence interrupters and outreach workers to reduce the potential for new or continued conflict and uses community partners to build coalitions and develop strategies to reduce violence. CTS Violence Interrupters (VIs) are hired for their credibility, relationships, and influence within targeted neighborhoods and are trained to resolve conflicts. Violence Interrupters engage with the community to learn about brewing conflicts and resolve them peaceably before they erupt in violence. If a shooting does occur, CTS works with those affected by the incident to prevent retaliation.

**OAG recently announced** that in 2022, CTS will expand to four additional areas that continue to experience high levels of gun violence: Congress Heights, Brightwood Park/Petworth, Sursum

Concord/Ivy City, and Historic Anacostia/Fairlawn.

More information on CTS can be found [here](#).

### Roving Leaders Program

DC also has a long-standing program operated by the city's Department of Parks and Recreation's called Roving Leaders Program. The goal is to prevent, neutralize, and control hostile behavior in youth and youth groups through the development of positive relationships between young people [or youth] and outreach workers.

Roving Leaders utilize recreation and leisure activities as intervening mechanisms to redirect antisocial and aggressive behaviors. Roving Leaders build trusting relationships with teens, youth, professionals, community leaders, and public and private sector organizations. They interact one-on-one with select youth to develop a plan of action that matches an individual's needs and aligns with the program's priorities. The program hosts summer programs and camps, provides access to gang intervention services, counseling and employment referrals, and facilitates conflict resolution workshops. Roving Leaders also host special programs and events for youth, conduct school and playground visits, and organize mobile recreation activities.<sup>5</sup>

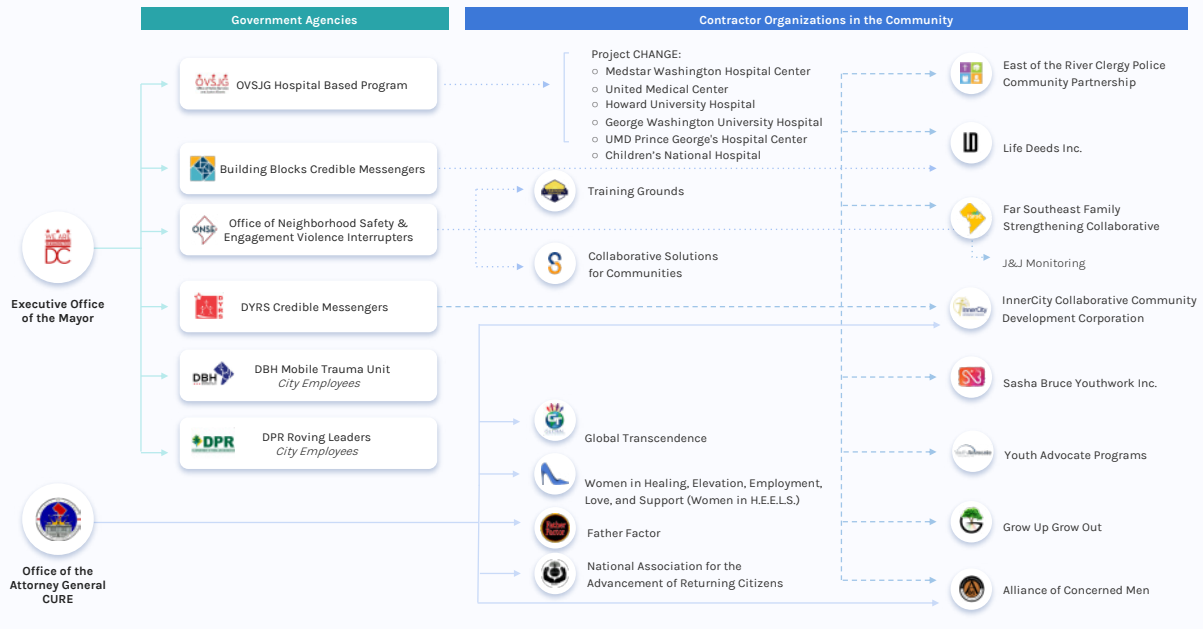
### The Credible Messengers Initiative

The Credible Messenger Initiative at the Department of Youth Rehabilitation Services (DYRS) is a mentoring program for youth involved with the Agency, and select others in the community.

Credible Messengers are neighborhood leaders, experienced youth advocates, and individuals with relevant life experiences whose role is to help youth transform attitudes and behaviors around violence. They serve young people whose needs go far beyond the traditional mentoring approach of companionship, confidence-building, and typical academic, social, or career guidance.

More information on Credible Messengers can be found [here](#).

<sup>5</sup> <https://dpr.dc.gov/service/dpr-roving-leaders>



# Gun Violence Reduction Strategic Plan

The following Gun Violence Reduction Strategic Plan is separated into three sections: Violence Prevention; Violence Intervention; and Community Transformation. While Recommendations are included in each of the three categories, the primary focus of this plan is on Violence Intervention.

Violence Prevention refers to the elimination or reduction of the underlying causes and risk factors that lead to violence. Violence Prevention efforts are thus designed to prevent violence from occurring in the first place. Violence Intervention efforts, on the other hand, are designed to prevent the reoccurrence of violence or intervene and prevent the imminent act of violence. Both prevention and intervention hinge on deploying services that identify and address age and context-appropriate risk and protective factors. Violence Prevention efforts are most often targeted towards children and youth whereas Violence Intervention efforts tend to be focused on the people who are at the greatest immediate risk of violence, who are typically young adults. While violence prevention is a broad field encompassing various types of programs, effective violence intervention is more defined and narrowly focused. Community transformation refers to the elimination of factors that give rise to violence in a neighborhood, like poverty, blight, low performing schools, disinvestment, and chronic unemployment. While community transformation is a long-term strategy that can take 15-20 years to achieve, if successfully implemented, it can also be most effective at permanently reducing violence.

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## 1. PREVENTION

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Unlike primary prevention which may include the laudable goals of preventing truancy, dropping out of school, or minor delinquency, in accord with the goals of this plan, this section is specific to the prevention of future gun violence for individuals who have risk-factors for violent behaviors.

This section provides background on the various risk factors associated with future gun violence in adolescents as well as the protective factors that can effectively prevent violence from occurring. It also includes the specific risk and protective factors that exist for the adolescent and young adult population in the District.

In November 2020, CJCC issued a [Root Cause Analysis Report](#) which examined the social risk factors that result in youth entering the juvenile justice system. It also provides a roadmap for preventing and intervening before more harm is done.

### The report found that:

While the juvenile justice system is intended to rehabilitate children, involvement in the system, particularly secure detention, is well-established to have lasting negative effects on youth such as increased risk of adult incarceration, decreased likelihood of high school graduation and success in the labor market, and worsening of mental health disorders (Azier and Doyle 2015; Gatti, Tremblay, and Vetaro 2009; Holman and Ziedenberg 2006; Lundman 1993). Society, therefore, has a vested interest in targeting resources to serve the needs of youth to prevent them from engaging in delinquent behavior. Rigorous analysis to identify what factors contribute to youth engaging in delinquency and becoming justice system involved is intrinsic to any efforts for prevention. Research suggests that youth crime is a symptom of underlying economic and social conditions. Recent attention has turned to the importance of adverse childhood experiences (ACEs) for a variety of individual outcomes including criminal behavior and long-term health. (Felitti et al. 1998)



CJCC's research found that youth involved in the juvenile justice system have significantly higher rates of:

- ✓ Homelessness
- ✓ TANF and Medicaid reciprocity
- ✓ Foster care removal
- ✓ Reported childhood abuse and neglect
- ✓ Excused and unexcused absences
- ✓ Suspensions
- ✓ Grade retention
- ✓ Changed schools
- ✓ Comorbid externalizing and internalizing disorders as well as
- ✓ Externalizing only disorders
- ✓ Psychotic disorders
- ✓ Specific developmental learning and motor disorders
- ✓ Individualized Educational Plan (IEP)
- ✓ Violent crime incidents within a ¼ mile of their residence
- ✓ Residence on gun violence "hot blocks"

CJCC findings suggest that educational indicators have the greatest rate of association with justice system involvement. Consistent with the larger body of research, the CJCC noted peer influence, future uncertainty, and lack of future expectations as having an important effect on whether youth engage in delinquent behavior. The report also concludes that "living on one of the blocks with the highest number of gun violence incidents ('hot blocks') is statistically associated with a 1.44 times greater likelihood of involvement."<sup>6</sup>

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*Living on one of the blocks with the highest number of gun violence incidents ('hot blocks') is statistically associated with a 1.44 times greater likelihood of involvement.*

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<sup>6</sup> [https://cjcc.dc.gov/sites/default/files/dc/sites/cjcc/CJCC%20Root%20Cause%20Analysis%20Report\\_Compresed.pdf](https://cjcc.dc.gov/sites/default/files/dc/sites/cjcc/CJCC%20Root%20Cause%20Analysis%20Report_Compresed.pdf)

The following steps are recommended to be implemented by the District government to significantly increase violence prevention efforts:

#### RECOMMENDATION 1:

Expand upon the foundational work of the CJCC Root Cause analysis by **conducting a longitudinal cohort assessment of young people between the ages of 20-26 who have been convicted of homicide** or attempted homicide, and trace their background and system involvement as children. The Initiative would culminate in the development of an intervention program designed specifically for the highest risk young people in the District with a detailed plan for how to engage them and their families in programs and services that match their risks and needs and also enhance their protective factors.

#### RECOMMENDATION 2:

After the completion of the longitudinal assessment described above, create the **Youth Data and Intervention Initiative (YDII)** in the District where real time data is collected on youth in DC Public Schools, DC Charter schools, and being serviced by District government agencies. When youth have been identified as having the collection of risk factors that make them highly likely to be involved in future gun violence, they and their families should be connected to an array of intensive and long-term services and supports.

The risk factors should be based on the research of the longitudinal study. From what we already know from the CJCC report and other sources, an example of a YDII participant would be: a 14 year old male, 9th grade high school student who has 10+ unexcused absences from school in the first semester; he has an IEP; he was suspended from school earlier in the year for fighting; his family has had two child welfare investigations opened for neglect in the past few years; he was recently arrested for Unauthorized Use of a Vehicle; and he lives with his family in one of the most violent and impoverished neighborhoods of the District.

Such a student would be flagged in the new Citywide Data Information System described in the Intervention section of this report. Staff from various District government agencies (including DCPS, CFSA, ONSE, OSSE, etc.) and community based organizations would meet with the youth and family to develop an intensive intervention plan that would include a range of services based on individual needs such as educational support, family counseling, financial support to the family, Credible Messenger Mentoring, cognitive behavioral therapy (CBT) or other behavioral health services, and a family support liaison. These supports may include providing funding for a therapeutic and positive youth development oriented boarding school for the youth.

### RECOMMENDATION 3:

Create **Community Resource Hubs** that employ a “no wrong door” strategy and emphasizes a safe, positive, helpful, and caring customer service orientation by leveraging existing DC Parks and Recreation facilities, DYRS Achievement Centers, CSSD BARJ Centers, and other resources to have government agencies and community based organizations available to provide services, supports, and opportunities for young people who are most at-risk.

Each Community Resource Hub should build on existing infrastructure and should be open to the community at large. Any and all community based organizations, government agencies, and/or community members could refer an individual to the Community Resource Hub. The resource centers should become the gateway to provide any and all needed services, especially in the neighborhood with the greatest needs in the District. The intention of the Community Resource Hub is to offer a wide range of services designed to support the highest risk young people and their families through classes, employment preparation, mentoring, counseling, healthcare, and literacy programs, as well as arts, sports, and cultural programming.

The Community Resource Hubs model is developed with a commitment to building community centered collaborations that support three main pillars of success:

## Community Resource Hub



**Network:** individuals and organizations, public and private – working together to improve public safety and promote the success of at-risk individuals and their families by working with them in neighborhood settings.



**Engage:** staff and volunteers should work with clients and their families in neighborhood settings to promote prosocial life choices, attitude, and behavior change, educational achievement, career advancement and active citizenship.



**Community Engagement:** working collaboratively with and within a network of partner organizations and individuals, the Community Resource Hubs aim to involve the community to find solutions to complex client problems, strengthen community cohesiveness

A key aspect of this model is to build a network of hubs that are able to enhance and expand their reach to more young people who are at-risk. Utilizing a “no wrong door” strategy ensures that whatever support someone needs can be accommodated at the center or within the network.

The Child and Family Services Agency (CFSA), the District’s child welfare agency, currently runs 10 Family Success Centers in neighborhoods experiencing high rates of violence in Wards 7 and 8. CFSA is also opening a new center in Ward 5. These family centers could be expanded to be used as the Community Resource Hubs.

## 2. INTERVENTION

The Recommendations in this section comprise a strategy to reduce gun violence in the near term -- within six months to two years after full implementation. In order to achieve this, the District must identify and immediately intervene with those individuals who are involved, or at the most extreme risk of involvement, in gun violence.

### **The recently completed Gun Violence Problem Analysis, which examined every homicide over a two year period and every non-fatal shooting over a year, concluded:**

In Washington, DC, most gun violence is tightly concentrated on a small number of very high risk young adults that share a common set of risk factors, including involvement in street crews, significant criminal justice history, often prior victimization, and a connection to a recent shooting (within the past 12 months).

While the vast majority of people involved in shootings, as victim or suspect, are members or associates of street groups/gangs, the motive for the shooting may not be a traditional gang war. Often shootings are precipitated by a petty conflict over a young woman, a simple argument, or the now ubiquitous social media slight.

Exacerbating the social media incited shootings are music videos that promote certain neighborhoods or cliques that also “dis” other crews or individuals, sparking a series of comments and competing videos that escalate into shootings.

Those involved in shootings in the District are overwhelmingly male and Black. The analysis found that the average age of a homicide suspect is 27, and the average age of a victim is 31.

The average age of a homicide suspect is

27



The average age of a victim is

31

### **RECOMMENDATION 4:**

#### **Implement a comprehensive, coordinated, citywide Gun Violence Reduction Strategy (GVRS).**

GVRS is a comprehensive strategy that utilizes a data-driven process to identify the individuals and groups at the highest risk of committing or being involved in gun violence and deploying effective interventions with these individuals. Initially developed in Boston, where it was referred to as the “Boston Miracle,” GVRS has evolved and has been implemented in other cities, including [Oakland, California](#), to include more in-depth and intensive services and supports.

GVRS has four core components:

- 1) Data-driven identification of those individuals and groups at highest risk of gun violence;
- 2) Direct and respectful communication to those at high risk;
- 3) Intensive services, supports, and opportunities;
- 4) Focused enforcement, which entails shifting law enforcement efforts away from low level, petty crimes and increasing enforcement on serious crime and violence, therefore having the net effect of a decreased law enforcement footprint on the community but greater focus and therefore reductions in gun violence

# GUN VIOLENCE REDUCTION STRATEGY



Recommendations 5-9 are required for an effective GVRs:

## RECOMMENDATION 5:

### Citywide Data Information System (CDIS)

Re-create a Citywide Database to track information and individuals who have been served or supervised by District or federal government agencies or contracted CBOs. Every government agency that serves youth or adults has their data management system provide basic information on their clients to this new citywide database. Every government department that contracts with CBOs to provide services must also require each CBO to input data in the citywide database. This new data information system should be used for coordination to ensure government agencies and CBOs are aware of what

services and supervision someone has received or is receiving. The District had a similar data information system before with the old Safe Passages database, which was used exclusively by government agencies.

CBOs should receive funding and training to build capacity to effectively use and consistently update the Citywide Database.

## RECOMMENDATION 6:

### Peace Room: Regular Shooting Reviews and Coordination

In order to effectively respond to shootings and prevent likely retaliatory violence, the District should institute a **Real Time Incident Review & Response Center, or a "Peace Room."** Similar to the

initial idea of creating an Emergency Operation Center for gun violence when the Mayor announced the formation of OGVP, the Peace Room would have dedicated, full-time data and crime analysts, violence reduction managers, assigned liaisons from various government agencies and possibly contracted CBOs, and be able to immediately dispatch Outreach Workers and Violence Interrupters.

The Peace Room should include real time sharing of intelligence, relevant social media posts, Shot Spotter, Metropolitan Police Department (MPD) and other law enforcement dispatch information, community outreach information, and the District's sprawling camera network.

For each shooting in the District, in addition to the usual police and other emergency response, Outreach Workers and/or Intervention Workers should also be dispatched to the scene. HVIP workers should be dispatched to the hospital. There should be immediate review of area cameras, social media posts, and other intelligence. A plan should be developed to engage individuals identified who are connected with the shooting, to attempt mediation, as well as a strategic enforcement response. Contact with such individuals should be expedited by using the resources in the room to immediately determine if individuals identified:

- are under any supervision (CSS, DYRS, Pre-Trial, CSOSA) and if so connection should be made with their supervision staff;
- are connected with any government agency or contracted CBO through the Citywide Data Information System;
- are known or have a relationship with any existing violence reduction service provider organizations, such as Cure the Streets, ONSE, etc.

With this real time incident review and information sharing, responding to situations and engaging individuals will be significantly expedited and additional potential harm reduced.

Peace Room information should also tie in with the weekly Shooting Reviews.

## RECOMMENDATION 6A:

### Launch Regular Law Enforcement Shooting Review

Every week, convene a meeting to review every shooting incident in which a shooting occurred in the past seven days (including non-fatals and non-hits) as well as every homicide of any type. The Assistant Chief, a Deputy Chief, or possibly the Captain of the Violence Reduction Unit should facilitate the discussion utilizing at least the following questions:

- What happened?
- Why did it happen?
- Who was involved?
- Any group/crew/gang involvement on either side?
- Is retaliation likely?
- Who (group and individual) is likely to retaliate?
- Who (group and individual) is likely to be retaliated against?
- What is the supervision status of the individuals involved? Are there any upcoming significant incarceration releases related to individuals involved?
- What is known about individuals associated with those involved? i.e. other conflicts, siblings, girlfriends, social media chatter, etc.

These meetings should improve and increase law enforcement's intelligence gathering, help identify which individuals and groups should receive focused attention from law enforcement as well as referrals to intensive community based interventions.

Due to the high volume of shooting incidents, the District will need to make some determinations about the best method to plan and implement the shooting reviews. For instance:

- Hold one long meeting (2-3 hours) weekly
- Hold two citywide meetings per week
- Hold an East of the River meeting per week and another meeting for the rest of the city each week



## Suggested Participants:

- MPD: 10-20 of the most knowledgeable officers and police personnel who have information about shooting dynamics, street conflicts, gangs/groups. This may include investigators, special units, crime analysts, and certainly should include intelligence;
- Deputy Mayor of Public Safety or their Chief of Staff;
- OGVP Law Enforcement Liaison;
- CSOSA & Pretrial Services Agency: to inform the group if people being discussed are under supervision; but should also include probation and parole personnel who are knowledgeable of gang/group dynamics, etc.;
- DC Department of Corrections (DOC): To provide intelligence from the jail (gang groupings/conflicts, visitation info, etc.);
- DYRS
- CSSD
- PG County and other Maryland law enforcement and supervision agencies;
- Any willing Federal law enforcement partners such as: FBI, ATF, US Marshals, etc.

### RECOMMENDATION 6B:

#### Launch Regular Coordination Meeting/Intervention Services Shooting Review

In coordination with and immediately following the Law Enforcement Shooting Review, there should be an Intervention Services Shooting Review to look at each shooting that occurred in the past seven days from a services/response perspective and to identify and assign individuals to outreach and engage and/or be in direct communication with those involved.

The Intervention Services Shooting Review should include staff from at least the following organizations/groups:

- ONSE;
- OGVP Staff;
- OVSJG HVIP staff;
- OAG CTS staff;
- DYRS staff; and,
- Managers for CBOs with VI, CM, or CTS contracts.

#### Additional Participants:

- 1-3 leaders from law enforcement departments knowledgeable about shooting incidents who were present at the Law Enforcement Shooting Review meeting to act as liaisons between the two groups;
- Director of the District's strategy;
- Managers of the violence intervention programs.

#### Data/Information needs:

In an effort to properly review each incident, to assess effectiveness of and to modify intervention strategies and responses to shooting incidents, the following data and information needs to be collected and analyzed:

- Year to date (YTD) data on all shootings including non-fatal, non-hits shootings and homicides including comparisons to previous 3 years;
- As much information on every shooting that has occurred in the past 7 days:
  - » MPD Liaison (example: Commander or Assistant Chief) provide details (after enforcement deconfliction) of shootings, including:
    - Time, location, summary of incident, number of shots fired;
    - Victim: Name, DoB, picture, group affiliation, supervision status, criminal justice history;
    - Group/Crew of suspect; and,
    - Key/close associates of suspect/suspect group;
- Names of people discussed during shooting review that are not likely to face imminent arrest.

#### Objectives:

- Review assignments from previous meeting
- Review each shooting incident, similar to Law Enforcement Shooting Review

- Discuss what is known about each individual involved and connected to shootings, including if they are receiving services by any known service providers
- **Assign** each individual discussed to an outreach worker or another service provider.

### Other critical measures needed for an effective Gun Violence Reduction Strategy:

- ✓ Dedicated CSOSA officers to supervise individuals on probation and parole who have been identified as being Very High Risk of involvement in gun violence. These officers or other dedicated CSOSA staff should also be assigned to help gather and share information/intelligence to the initiative;
- ✓ Coordination with Maryland, meaning regular, systematic and on-going information sharing with Maryland (especially PG County) law enforcement and violence intervention programs; and,
- ✓ Requirement that all CBOs that receive government grants/contracts related to gun violence prevention and reduction attend monthly partner meetings to share information and report out on programs and available services.

Although District government agencies should not assume they are precluded from sharing any information, if there are any legal barriers to sharing any of the needed information, the City Council should pass emergency legislation to allow for the sharing of information in this manner in order to prevent gun violence.

### RECOMMENDATION 7:

**Increase the Number of Violence Intervention Workers** across the three primary person-specific initiatives (ONSE, CTS, and HVIP). Increase and secure funding to support 62 Life Coaches/Credible Messengers; 50 Violence Interrupters; and 20 Outreach Workers on an on-going basis. Such funds need to be committed after American Rescue Plan

Act (ARPA) dollars are expended. A diagram detailing the differences between Life Coaches, Violence Interrupters, and Outreach Workers can be found in Appendix A.

NICJR's DC Gun Violence Problem Analysis determined that within a year, 500 people rise to the level of Very High Risk of being involved in gun violence in the District. With an ideal caseload of no more than eight clients each, this number would require 62 Intensive Life Coaches (example position description in appendix B). For every 5-7 Life Coaches, a supervisor is also needed and must be included in the budget. There should also be at least 50 Violence Interrupters to respond to shooting scenes and to hospitals.

Additionally, there should be no less than 20 Outreach Workers (1 for every 3 Life Coaches) to develop relationships with high risk groups/crews, canvass high violence neighborhoods, and locate very high risk individuals to hand-off to Life Coaches.

Though the responsibility of all violence intervention workers, the primary role of Outreach Workers is to locate and engage individuals who have been identified as very high risk of being involved in gun violence. These are individuals who are often difficult to engage and who may not be initially interested in services. In order to be successful in engaging this population, Outreach Workers will have to employ the tactics of relentless outreach or persistent engagement – consistently, frequently, and strategically trying to locate and effectively engage individuals at highest risk of gun violence. These tactics include canvassing the neighborhoods they hang out in, reaching out to family, going through known previous service providers, utilizing social media, and other ways to reach this population. And when told no, respectfully keep trying.

### RECOMMENDATION 8:

**Prioritize Very High Risk Individuals on Life Coach Caseloads for Government Funded Services and Incentives.**

People identified as Very High Risk of being involved in gun violence and who are on the caseload of a Life Coach should receive priority for District government funded services, such as

employment. One such example is the OVSJG solicitation in December 2021 that used ARPA federal funds to support grants for: Safe housing, housing assistance, and relocation services for District residents who have been victims of gun violence or are at risk of gun violence (up to \$4,420,000); and trauma-informed mental health services and alternative healing options for victims/survivors of gun violence (up to \$1,200,000). These services are prioritized for ONSE clients as well as referrals from Cure the Streets, HVIP and OGVP. In addition to an expansion of the number of violence intervention frontline workers, the District should create a fund to provide stipends to clients for achieving certain milestones. Additional information on these incentives can be found in Appendix C.

A critically needed service for people at very high risk of involvement in gun violence is Cognitive Behavioral Therapy (CBT). In his seminal book, Bleeding Out, Thomas Abt writes, “Along with GVRs and street outreach, CBT is one of the best ways to work with would-be shooters.”

High quality, trauma informed, culturally relevant CBT sessions should be provided to cohorts of very high risk people.

#### RECOMMENDATION 8A:

##### **Partner with local philanthropy to make funding more efficient.**

To expedite critical funding to community based organizations and to make the funding process more efficient, the District should create an initial pilot fund of \$5 million and partner with a local foundation to distribute funds focused on gun violence intervention. Similar efforts in other jurisdictions have been very successful. In Los Angeles County, the Probation Department began with a **\$3 million pilot** and has now transferred more than **\$38 million to two local foundations** to fund local non-profits.

#### RECOMMENDATION 9:

##### **Violence Intervention Worker Academy/Institute.**

Create a Violence Intervention Worker Training Academy for all types of violence intervention workers:

- Outreach Worker
- Violence Interrupter
- Life Coach/Credible Messengers

Provide comprehensive, intensive training on how to perform the duties of these positions including general professional development, as well as culturally responsive services, the foundational aspects of trauma informed care, and understanding the vicarious trauma that can result from providing these intensive services.

Provide regular refresher courses as well as ongoing support and trauma-informed healing sessions for violence intervention workers to maintain their own health and wellbeing.

Also provide capacity building courses and ongoing technical assistance to CBOs contracted to provide violence intervention services. Capacity building training and TA should include organizational development, budgeting, financial management and reporting, grant report writing, and more.

To professionalize the violence intervention workforce and provide opportunities for growth, the Violence Intervention Worker Training Academy could serve as a certificate program managed by a local university:

- Require all CBOs that receive District grants to conduct violence intervention work to have their staff earn certification from the academy;
- With a certificate, a violence intervention workers of any type should earn at least a \$60k annual salary for full-time work, or at least \$25 an hour for part-time work;
- Ideally the Certificate program should be issued by a local University.
- There has been an effort to achieve this through UDC but challenges may prohibit that initiative from developing. With the former Deputy Mayor for Public Safety and Justice now at Howard University, there may be an opportunity to locate the Academy there.



There are a few examples the District could learn from and expand:

- The Urban Peace Institute provides Gang Intervention Training through its [Urban Peace Academy](#);
- ONSE currently provides regular training to its Violence Interrupters through the Professional Community Intervention Training Institute (PCITI); and,
- Yaay Me, a DC nonprofit, which initially designed and delivered the Pathways Program, has provided this type of training which could be expanded or partnered with other agencies and/or a local university to create the District's Violence Intervention Training Academy.

### RECOMMENDATION 10:

#### Immediately Begin Intensive Engagement Pilot:

In development of the Gun Violence Problem Analysis, NICJR collected information from key MPD personnel, reviewed detailed information on shootings over the past few years, and interviewed community stakeholders to identify specific individuals who are currently at very high risk of gun violence in DC. NICJR identified 230 such individuals.

While continuing to plan, develop, and implement this Strategic Plan, OGVP, ONSE, other partnering government agencies, and partnering CBOs should immediately focus intensive intervention efforts and on-going life coaching on at least 100 of these 230 very high risk individuals. Supervision agencies in the District should also increase engagement of the individuals identified.

The goal should be to locate, engage, and connect each of the 100 individuals with a Credible Messenger, Case Manager, or Life Coach who will develop a positive and trusting relationship with the individual, stay in constant contact with them, see them frequently, and connect them to needed services, supports, and opportunities. The Executive Office of the Mayor should convene weekly performance review sessions to manage the progress of this pilot initiative.

<sup>7</sup> <https://dyrs.dc.gov/page/credible-messenger-initiative>

### RECOMMENDATION 11:

#### Credible Messengers for All Initiative

The District should launch the Credible Messengers for All initiative to ensure that EVERY youth and adult being released from custody in the District is paired with a Credible Messenger prior to release. In order to obtain Credible Messengers who represent the various needs throughout the District, a Request for Proposal (RFP) process to CBOs throughout the District would be used.

The Credible Messengers for All Initiative would be built upon the Credible Messenger Initiative model instituted in the Department of Youth Rehabilitation Services (DYRS).<sup>7</sup>

Credible Messengers are neighborhood leaders, experienced youth advocates and individuals with relevant life experiences whose role is to help youth transform attitudes and behaviors around violence. They serve young people whose needs go far beyond the traditional mentoring approach of companionship, confidence-building and typical academic, social or career guidance. They are able to connect with the most challenging young people because they:

- Come from similar communities;
- Are formerly incarcerated or were involved in the justice system;
- Have turned their lives around;
- Demonstrate integrity and transformation; and
- Are skilled and trained in mentoring young people.

The Credible Messengers for All initiative would link a Credible Messenger with every youth being released from the Youth Services Center and New Beginnings Youth Development Center, both operated by DYRS; and adults being released from DC Jail and federal Bureau of Prisons facilities. These connections would ideally occur prior to release and be funded to remain no less than 18 months after release. Until enough resources are available, prioritization should go to people who have been adjudicated or convicted of felonies, knowing they will have more time in custody to coordinate the Credible Messenger services.

## District of Columbia Justice System Populations

	2021 Total	2021 ADP	As of 12/31/21	As of most recent date for which CJCC has data
<b>DYRS</b>				
Committed Youth - ALL DYRS	206	--	117	117
New Beginnings - UNIQUE YOUTH	113	--	26	29
YSC - TOTAL UNIQUE YOUTH	713	--	127	122
YSC - Pre-Trial	171	--	23	44
YSC - Overnight	501	--	62 (during month)	54 (during month)
<b>CSSD</b>				
Pre-adjudication	--	5.4	162	239
Probation	--	1.8	55	61
<b>PSA</b>				
Pretrial Supervision	15,078	10,457	--	11,992
<b>CSOSA</b>				
Probation/Parole/Supervised Release	10,805	6,794	--	N/A
<b>DC Jail</b>				
Total Residents	3,271	1,418	1,316	1,385
<b>BOP</b>				
DC Code Offenders				
BOP Facility	3,525	2,725	2,522	2,471
RRC	646	132	105	116

## RECOMMENDATION 12:

### Fill Judicial Vacancies

In an effort to expedite criminal court case processing timelines and properly respond to the flow of cases in need of judicial processing, which was significantly delayed due to court closures during the height of Covid pandemic, the District should utilize its lobbyists to persistently urge Congress to fill the District's 13 vacancies on the bench (as of 2/1/22).

## RECOMMENDATION 13:

### Expand MPD Violence Reduction Unit

In addition to investing in people who are at highest risk, a comprehensive response to gun violence also includes a team of highly trained and specialized officers whose sole focus is on violence reduction. MPD currently has a team of 10 officers assigned to its Violence Reduction Unit (VRU). MPD should significantly expand this unit in order to effectively meet the need in the District.

A similar unit in Oakland, California's Police Department, has 55 out of 700 officers assigned or roughly 7 percent of their workforce. In order to match that percentage, the MPD's VRU would need to assign 228 additional officers to the unit. Like in Oakland, MPD's VRU should also receive additional training in procedural justice, verbal de-escalation, and Constitutional policing.

In a [procedurally just approach](#), this expanded unit should focus on individuals who have been identified as being at very high risk of being involved in gun violence, with multiple tactics including social media monitoring and prioritizing investigations. An effective unit of this type can also improve the clearance rates for homicide and non-fatal shootings.

## RECOMMENDATION 14:

### Assign a Senior Government Official to Oversee Implementation of Plan

There are a variety of high quality programs and services working on various aspects of gun violence reduction throughout the District. The challenge is

they are not organized in a manner that assures coordination without duplication. Additionally, without a single point of oversight it becomes difficult to identify and address gaps, to enhance and expand success, or to evaluate effectiveness of interventions.

There is an old saying in management that "When it is everyone's responsibility, then it is no one's."

To address this issue, the Mayor of the District of Columbia should assign a lead senior government official whose full time job is to formally lead, manage, and oversee the implementation of all aspects of this plan. This will require the individual to have the authority to make decisions, use resources, give instructions, and manage staff involved in the implementation of this plan.

### **A Note on Domestic Violence**

*The above Recommendations are intended to address the primary causes of near-term gun violence. Domestic Violence is a serious issue in DC, but it is not a significant driver of shootings. NICJR's DC Gun Violence Problem Analysis found that 5.6% of homicides and 2.3% of non-fatal shootings in DC are due to domestic violence. But there is a need for even greater study and coordination. Many people who have been involved in gun violence have also been arrested for domestic violence. During the pandemic, the number of domestic violence incidents increased.*

*During the development of this plan, NICJR met with [DC Safe](#), a very impressive domestic violence intervention agency. The lethality assessment conducted by DC Safe should be incorporated in the risk assessment process of GVRS and service coordination should include DV service providers.*

# 3. COMMUNITY TRANSFORMATION

It is not a coincidence that the vast majority of gun violence in the District occurs in neighborhoods with high concentrations of poverty, blight, and low performing schools. High crime neighborhoods are often those with dilapidated properties, empty lots, potholes, crumbling infrastructure, broken street lights, abandoned vehicles, overgrown trees, and other environmental factors that communicate to residents that the government does not care about them. Combined with poverty, substandard education, and lack of opportunities, these neighborhoods become havens for violence. Despite these enormous challenges, the majority of the residents of these communities are law-abiding citizens trying to survive and only a small fraction are involved in gun violence.

The most essential work to address the root causes of crime and violence should focus on eliminating poverty, improving the quality of and access to education, and well-paying jobs.

However, that essential long-term work can and should be bolstered by efforts to demonstrate re-investment in neighborhoods through “greening and cleaning,” which research has shown is correlated with reductions in gun violence.

In an [enlightening interview](#) on the podcast “The Ezra Klein Show,” Patrick Sharkey, one of the country’s leading researchers and criminologists, provided an excellent description of the conditions that have given rise to neighborhoods with high rates of violence:

There were a set of changes that took place in policy decisions going all the way back to the 1940s when urban economies began to deindustrialize and employment opportunities in central cities started to shrink. The federal government made several large scale

investments in suburban areas through the highway system, through subsidies for home mortgages. This provided a mechanism for central city residents to leave and to avoid rising property taxes, but it also allowed firms to escape the grip of big city unions to take advantage of a labor force outside the city and land outside the city.

At that moment, central city neighborhoods lost tax revenue. They also lost political influence. Funding for infrastructure collapsed, schools crumbled, parks, playgrounds, public housing complexes were not maintained. Poverty became more concentrated. Joblessness rose.

And when all of these things happen, when central city neighborhoods are abandoned, left on their own, when poverty is concentrated, when institutions start to fall apart, this creates the conditions for violence to rise. So it’s really important to situate the problem of violent crime within this history.

This didn’t come out of nowhere. It’s not a mystery why some neighborhoods are consistently dealing with high levels of violence. These are the neighborhoods that have been areas of disinvestment for decades, areas where institutions are starved of resources, where residents are less likely to come together to solve collective challenges, and as a result, these are the neighborhoods that are vulnerable to violence. So we had this long period of abandonment where resources were extracted from central city neighborhoods, and then we responded with this policy regime of punishment. And I put these two together to describe the dominant approach to dealing with violence over the past 50 years, this dual strategy of abandonment and punishment, which has put us in the situation that we see today. (21:16)

## RECOMMENDATION 15:

### Expand the District's Place Based Initiatives

The District government is doing very impressive work to identify, request, and manage service requests for blight abatement and other needed improvements. This work should expand to be deeper in each neighborhood as well as increase the number of neighborhoods being served.

Though already doing similar work, the Place Based Initiative should expand to the level of the New York City (NYC) Mayor's Action Plan (MAP) for Neighborhood Safety.

MAP was launched in 2014 in fifteen New York City Housing Authority (NYCHA) properties. MAP was designed to foster productive dialogue between local residents and law enforcement agencies, address physical disorganization, and bolster pro-social community bonds. Disorganized neighborhoods are characterized by dense poverty, a lack of social mobility, and underdeveloped community connections. The 15 housing developments chosen for the program account for approximately 20 percent of violence in NYCHA housing.

MAP's focal point is NeighborhoodStat, a process that allows local officials and residents to communicate directly with each other. Issues in each particular housing development are addressed in local meetings which involve multiple stakeholders, including residents, community-based organizations, law enforcement, and government officials. NeighborhoodStat allows residents to have a say in the way NYC allocates its public safety resources. The process is facilitated by a team of 15 community members who conduct polls and interviews to determine what the residents feel are the biggest issues in their neighborhoods. NeighborhoodStat also utilizes data analyses regarding employment, physical structure, access to resources, and other metrics in developing its recommendations for key areas of focus. At community meetings, this data and other

benchmarks for performance are presented by community-based partners, allowing for full transparency. Residents and law enforcement also put forward their concerns and ideas. Once problems are pinpointed through meaningful dialogue, residents and NYC officials come together to generate solutions, which are then implemented by the Mayor's Office and assessed over time.<sup>8</sup>

Early evaluations of MAP show promising results for a reduction in various crimes as well as increased perception of healthier neighborhoods. Significantly, misdemeanor offenses against individuals decreased in developments where residents expressed a positive change in their neighborhood's condition. Furthermore, shootings in MAP sites decreased by 17.1 percent in 2015 and 2016 when compared with non-MAP sites.<sup>9</sup>

Additional promising work has been done to reinvest in high-risk locations that have historically allowed violence to thrive. Researchers at the University of Pennsylvania Urban Health Lab in partnership with local horticulture societies, other academic institutions, and community members have conducted experiments in Philadelphia, Cincinnati, and Chicago that have shown impressive improvements to community health and safety. Each location approached the "cleaning and greening" in different ways including planting trees, creating community gardens, clearing trash, painting buildings, and repairing broken windows and crumbling facades. In each of the locales the transformation of the physical spaces positively influenced physical, mental, and social health and increased community engagement, pride, and cohesion.<sup>10</sup>

## RECOMMENDATION 16:

### DC Guaranteed Income Initiative

Poverty rates in the District reinforce the depth of disparities impacting communities of color. The District's poverty rate is 16.2%, higher than the national average of 12.3%. The largest demographic living in poverty is females aged 25 - 34 and the most common racial or ethnic group living below

<sup>8</sup> <https://www.americanprogress.org/issues/criminal-justice/reports/2019/10/02/475220/neighborhoodstat-strengthening-public-safety-community-empowerment/>

<sup>9</sup> <https://criminaljustice.cityofnewyork.us/programs/map/>

<sup>10</sup> <https://www.nytimes.com/2021/10/08/opinion/gun-violence-biden-philadelphia.html>

the poverty line is Black. The proportion of Black individuals living at or below the poverty line is significantly higher than their white counterparts with nearly 80,000 Black individuals versus just under 17,000 white individuals.<sup>11</sup>

To begin to address this disparity, the District should launch a Guaranteed Income pilot program. The pilot program should select a subpopulation of 200 Black families that have children under 10 years of age, have household incomes below \$50,000, and live in either Ward 7 or Ward 8. These families should be provided a monthly stipend of \$750 at an annual cost to the District of \$1.8 million. Eligible families can apply to the program and applicants that meet the criteria should be randomly selected.



While Guaranteed Income or Universal Basic Income (UBI) programs have recently become popular in the United States, the state of Alaska has a program that provides regular unconditional payments to residents. The Eastern Band of Cherokee Indians Casino Dividend in North Carolina has given every tribal member between \$4,000 and \$6,000 per year since 1997. Studies of both efforts have shown a reduction in crime associated with the unconditional cash payments. These findings have been replicated in international studies, including one in Namibia which showed a direct correlation between UBI and crime reduction. There are smaller pilot efforts currently underway in the United States across 15 States including a total of 21 cities and two counties. In Jackson, Mississippi, Springboard to Opportunities and the Magnolia Mothers Trust are giving \$1,000 per month to Black mothers.

<sup>11</sup> <https://datausa.io/profile/geo/washington-dc>

<sup>12</sup> <https://www.mayorsforagi.org/>

<sup>13</sup> [https://static1.squarespace.com/static/6039d612b17d055cac14070f1/6050294a1212aa0fda7773a/1615866187890/SEED\\_Preliminary+Analysis-SEEDs+First+Year\\_Final+Report\\_Individual+Pages+.pdf](https://static1.squarespace.com/static/6039d612b17d055cac14070f1/6050294a1212aa0fda7773a/1615866187890/SEED_Preliminary+Analysis-SEEDs+First+Year_Final+Report_Individual+Pages+.pdf)

<sup>14</sup> <https://www.urban.org/research/publication/evaluation-thrive-east-river>

In Stockton, California 125 residents have been receiving \$500 per month, since February 2019. Former Stockton mayor Michael Tubbs launched the initiative in the city and championed several Mayors from across the country in coming together to pledge to launch UBI initiatives in their cities through Mayors for a Guaranteed Income. To date, 62 Mayors across the country have signed on.<sup>12</sup> A preliminary study of the Guaranteed Income program in Stockton found several positive outcomes, including that recipients were “healthier, showing less depression and anxiety and enhanced well-being.”<sup>13</sup>

A recent pilot guaranteed income program in the District showed very promising results. An external evaluation conducted by the Urban Institute found that the program has “special promise as an equitable means of assisting families of color with low incomes, who because of structural racism are disproportionately affected by health and economic hardships during times of crisis.”<sup>14</sup>

THRIVE East of the River provided cash payments of \$5,500 to nearly 600 District households. The program was administered by four community based organizations that provided cash and needed services to participants who were mostly Black, low income and lived in neighborhoods that also have high rates of violence.

The District’s Department of Human Services (DHS) is piloting the Career Mobility Action Plan (Career MAP) initiative, which aims to remove “benefit cliffs” from low-income families seeking employment and increased earnings. For up to five years, the pilot will provide resources directly to 300 parents who are: experiencing homelessness; committed to pursuing a career; and are at-risk of losing food, income, medical and other benefits.

The Deputy Mayor for Planning and Economic Development (DMPED), in partnership with Martha’s Table, is also piloting the Strong Families, Strong Future DC pilot, a \$1.5 million direct cash transfer program that will provide \$900 per month, for one year, to 132 new and expectant mothers in Wards 5, 7, and 8.

# Data-Driven Performance Management and Accountability

In order to ensure the District is achieving its goals of reducing gun violence, a performance management system should be implemented that tracks data based on agreed-upon metrics, tied to specific goals, that is reviewed in these regular accountability meetings.

These accountability meetings should be hosted by a high ranking official, either the Mayor, City Administrator, or Deputy Mayor for Public Safety and Justice. Relevant agency directors or deputy directors should also be present and be ready to respond to data presented on their objectives at each meeting. If they have not achieved their objectives, each agency director should present a specific plan on how they intend to improve their department's performance.

Every Data-Driven Performance Management meeting should conclude with a detailed plan of action in response to unmet and/or new objectives. The responsible executive should follow-up with each agency director in the days or weeks in-between each Data-Driven Performance Management meeting to ensure progress is being made toward achieving the goals.

The following metrics should be used but additional metrics should be further developed by the group:

## DC Gun Violence Reduction Strategic Plan Metrics

### PRIMARY GOALS:

- Reduce the # of homicides by 10% from previous year
  - Track and present data YTD vs previous year
- Reduce the # of non-fatal shootings (AWIK-Gun) by 10% from previous year
  - Track and present data YTD vs previous year
- Reduce the # of Gun Armed Robberies by 10% from previous year
  - Track and present data YTD vs previous year

**Track and present all of the following data/metrics:**

### OUTPUTS:

- # of Very High Risk Individuals identified through Shooting Reviews and/or Coordination meetings
- # of identified Very High Risk Individuals connected to services:
  - # Received mediation
  - # Received services from HVIP
  - # Received services from VIs
- # Received services from CTS
- # Enrolled in long term Life Coaching/Credible Messenger Mentoring
  - # Enrolled for 3 consecutive months
  - # Enrolled for 6 consecutive months
  - # Enrolled for 12 consecutive months
- # Enrolled in ONS Pathways program

## PROGRAMMATIC OUTCOMES:

- › # Graduated from ONSE Pathways program
- › # Completed Employment Readiness program
- › # Employed
  - # Employed for 3 consecutive months
  - # Employed for 6 consecutive months
  - # Employed for 12 consecutive months

## ENFORCEMENT GOALS:

- › Achieve at least 70% Homicide Clearance Rate
  - Track and present data YTD vs previous year on homicide clearance rate
- › Achieve at least 45% Non-fatal shooting Clearance Rate
  - Track and present data YTD vs previous year on NFS clearance rate





# APPENDIX A

## **INTENSIVE LIFE COACH / CASE MANAGER**

- First and primary duty: develop and maintain a positive and trusting relationship with clients
- Caseloads must be made up entirely of very high risk (VHR) individuals, primarily identified through the Shooting Reviews or coordination meetings
- Develop Life Plans, including Safety Plans with each client
- For the first 3-4 months of being on a caseload, have contact with clients every single day by phone or text
- In-person contact with clients 2-3 times per week
- Document all contacts, milestones, and significant developments with clients in the database system

## **OUTREACH WORKER**

- Locate and engage individuals identified as the VHR of being involved in gun violence
- Bring VHR individuals to engage with Life Coaches or Case Managers to conduct a warm hand-off to enroll into services
- Meet with high-risk individuals and groups regularly
- Get to know high risk persons and the people who know them
- Develop relationships with influential individuals and groups in the community involved in gun and gang violence

## **VIOLENCE INTERRUPTER / MEDIATOR**

- Respond to shooting scenes to engage family and loved ones of victim and provide rumor and crowd control
- Respond to hospitals to develop relationships with GSW victims and their families and coordinate victim services
- Mediate conflicts among high risk individuals and groups
- Monitor social media to gain information on potential conflicts among groups/crews/gangs
- Develop relationships with influential individuals and groups in the community involved in gun and gang violence



# APPENDIX B

## Intensive Life Coach Position Description

Intensive Life Coaches are primarily responsible for helping to reduce gun violence in the City. Intensive Life Coaches are assigned to work with the young adults in the City who have been identified as being at very high risk of being involved in gun violence. Life Coaches work primarily with young men age 18-35; who have extensive criminal justice involvement; are members of gangs/crews; and have been shot before and/or have close friends who have been shot recently. Life Coaches are expected to establish trusting relationships with their clients and spend significant time with their clients helping them mitigate their risk factors and eventually connecting them to services, supports, and opportunities.

Life Coaches are expected to work enthusiastically and professionally at all times.

### **Intensive Life Coach Duties:**

- The Life Coach's main responsibility is to help reduce violence in the City.
- Make immediate contact with each referred client once assigned by their supervisor. Contact must be made no later than 24 hours after assignment.
- Conduct outreach in the community to locate individuals identified as very high risk in order to engage them and enroll in Intensive Life Coaching services.
- Have an in-person connection with each new client within 48 hours of being assigned.
- Have an initial sole focus on establishing a positive and trusting relationship with each client. Simply spending in-person time with your client should be the initial focus.
- Develop Life Plan (case plans) with each client.
- Maintaining a positive relationship is the primary Life Coaching duty while also beginning to connect clients to needed services once they are willing and ready.
- Use your positive and trusting relationship with each client to begin to influence their decision making in order to improve their outcomes.
- Use the City's incentive program to provide stipends and other incentives to clients to reward their achievement of milestones in the Life Plan and to support their continued engagement.
- Maintain consistent contact with each client on the case load in compliance their phase:

- Phase One: First 1-4 months on case load: Daily communication, 3x per week in-person contact
  - Phase Two: 4-7 months on case load: Daily communication, 2x per week in-person contact
  - Phase Three: 7-18 months on case load: Daily communication, 1x per week in-person contact
- 
- Document case management efforts, update individual case files, and make all required entries into the data management system.
  - Attend all mandatory and necessary meetings and trainings, including weekly staff meetings, your team meetings, Case Conferences, and all other meetings and trainings.
  - Follow all directions and guidance from your supervisor.



# APPENDIX C

## **Intensive Life Coaching Incentive Program**

Intensive Life Coaching is designed to serve young adults who are the very highest risk (VHR) of gun violence. These are often individuals who have been connected to service providers off and on for many years and are both burned out from “services” and not interested in traditional service providers. In fact, they are often service resistant.

In addition to the need for “relentless outreach” to engage and maintain VHR clients, another effective strategy is to use of modest financial incentives.

After a VHR individual is identified and has been engaged, either through a Direct Communication process or directly through outreach, an initial gift card between \$50-\$100 should be offered to meet with a Life Coach. In Oakland, after a VHR person attends a Call-In or receives a Custom Notification, they are offered a gift card of either \$50 or \$100 to meet with a Life Coach within 48 hours.

Once a VHR individual meets with a Life Coach and agrees to enroll in Life Coaching, they should be eligible for a monthly incentive stipend for achieving certain milestones. The milestones should be both basic and significant, like maintaining constant contact with your Life Coach (\$50), attending a CBT group (\$25), applying for a job (\$50), starting a new job (\$100), graduating from a CBT program (\$100), etc. In Oakland, a Life Coaching client is eligible to earn up to \$350 per month for up to 18 months. The \$350 is earned by adding up all of the specific milestones. In Richmond, Ca., Peacemaker Fellows can earn up to \$1,000 for adhering to their specific Life Plan.

At the end of each month, the Life Coach completes an Incentive Form (sample form included) indicating the milestones achieved that month by the client and how much of a payment will be made for each achievement. Additionally, there must be documentation to accompany each achievement. For instance, if there is an incentive paid for maintaining employment, check stubs should be included with the incentive form; or if an incentive is being given for complying with probation, an email or text message from the PO acknowledging compliance that month should be included.

By the fifth of each month, the incentive stipend should be paid to the client for the previous month, either by gift card or check. Paying in checks can be less expensive to the program and it can encourage the client to open a bank account, an activity the Life Coach can do with the client.

**CLIENT INCENTIVE DOCUMENTATION FORM: INTENSIVE LIFE COACHING**

Life Coach Name: \_\_\_\_\_ For Month/Year: \_\_\_\_\_

Client Name: \_\_\_\_\_ Start Date (Month and Year): \_\_\_\_\_

*All Milestones can earn between \$25-50, unless specifically noted. Maximum monthly total is \$400*

Connection/Relationship	Amount (\$)
• Complete Needs Assessment and Life Map with Life Coach	
• Initial three meetings with Life Coach in first 1-2 weeks (only for new clients)	
• Consistently meeting with/spending time with Life Coach	

EMPLOYMENT	
Action	Amount (\$)
• Complete Resume/Cover letters	
• Apply for new job – Company:	
• Visit Computer/Job/Vocational training program / Informational Interviews—ORGANIZATION:	
• Enroll in Computer/Job/Vocational training and complete orientation—ORGANIZATION:	
• Consistent attendance in Computer/Job/Vocational training—ORGANIZATION:	
• Complete Computer/Job/Vocational training—ORGANIZATION:	
• Obtain new employment—ORGANIZATION:	\$100
• Maintain current employment	
• Other	

EDUCATION	
Action	Amount (\$)
• Enroll in GED/Tutoring/High School Diploma/College Program—ORGANIZATION:	
• Consistent attendance in GED/Tutoring/High School Diploma/College Program—ORGANIZATION:	
• Earn GED/High School Diploma/College Program—ORGANIZATION:	\$150
• Receive passing semester grade	
• Other	

LEGAL	
Action	Amount (\$)
• Attain valid Driver's License / ID card/ Social Security card	
• Maintain compliance with probation/parole	
• Personal vehicle registration	
• Pay past fines and fees	
• Other	

SAFETY	
Action	Amount (\$)
• Stay out of any gun-related activity (no arrests)	
• Public speaking against violence—EVENT NAME:	
• Participate in community/group mediation	
• Other	



<b>HOUSING/SHELTER</b>	
<b>Action</b>	<b>Amount (\$)</b>
• Met with service provider to explore safe and appropriate housing—ORGANIZATION:	
• Obtain safe and appropriate housing	
• Locate safe and appropriate shelter/ temporary housing	
• Other	

<b>HEALTH (MEDICAL AND EMOTIONAL/MENTAL)</b>	
<b>Action</b>	<b>Amount (\$)</b>
• Enroll in CBT program	
• Complete CBT program	\$100
• Obtain medical insurance	
• Enroll in Substance Abuse/Mental Health Program—ORGANIZATION:	
• Clean monthly drug test from probation/parole	
• Consistent attendance in Substance Abuse/Mental Health Program—ORGANIZATION:	
• Completion of Substance Abuse/Mental Health Program—ORGANIZATION:	
• Other	

<b>FAMILY/RELATIONSHIPS</b>	
<b>Action</b>	<b>Amount (\$)</b>
• Enroll in parenting/communication course or program—ORGANIZATION:	
• Consistent attendance in parenting/communication course or program—ORGANIZATION:	
• Complete a parenting/communication course or program—ORGANIZATION:	
• Obtain a legal custody agreement for your children	
• Began exploring options to reunify with child(ren)	
• Verification of a Child Support Order	
• Other	

<b>FINANCES</b>	
<b>Action</b>	<b>Amount (\$)</b>
• Open a savings account with at least \$100	
• Pay off current credit card debt(s)	
• Obtain a credit report	
• Complete a financial literacy class	
• Other	

<b>SOCIAL/RECREATIONAL</b>	
<b>Action</b>	<b>Amount (\$)</b>
• Regular participation in a support group/ sports club—ORGANIZATION NAME:	
• Attended a peer support group—ORGANIZATION NAME:	
• Completed a peer support group—ORGANIZATION NAME:	
• Find and meet regularly with a Mentor—ORGANIZATION NAME:	
• Establish a Church/faith based connection—ORGANIZATION NAME:	
• Participate in volunteer work—ORGANIZATION NAME:	
• Other	

**Total Recommended Incentive for Month: \$** \_\_\_\_\_

**Note:** Documentation must accompany this request. Back-up documentation associated with this request will be attached by the Life Coach, reviewed and authorized by the Program Supervisor.

Life Coach Signature \_\_\_\_\_ Date \_\_\_\_\_

Program Supervisor Signature \_\_\_\_\_ Date \_\_\_\_\_

Washington, DC  
**Gun Violence  
Reduction  
Strategic Plan**