



**National Network  
For Safe Communities  
at JOHN JAY COLLEGE**



# **Group Violence Intervention**

## **A Guide for Project Managers**

By Maggie O'Donnell  
and Louisa Aviles

## **Recommended Citation:**

O'Donnell, Maggie and Louisa Aviles. 2017. *Group Violence Intervention: A Guide for Project Managers*. Washington, DC: Bureau of Justice Assistance.

This project was supported by Grant No. 2012-MU-MU-K014 awarded by the Bureau of Justice Assistance. The Bureau of Justice Assistance is a component of the Department of Justice's Office of Justice Programs, which also includes the Bureau of Justice Statistics, the National Institute of Justice, the Office of Juvenile Justice and Delinquency Prevention, the Office for Victims of Crime, and the Office of Sex Offender Sentencing, Monitoring, Apprehending, Registering, and Tracking. Points of view or opinions in this document are those of the author and do not necessarily represent the official position or policies of the U.S. Department of Justice.

## **About the National Network for Safe Communities**

The National Network for Safe Communities (NNSC), a project of John Jay College of Criminal Justice, was launched under the direction of criminologist David M. Kennedy and former John Jay College President Jeremy Travis. The NNSC focuses on supporting cities implementing proven strategic interventions to reduce violence and improve public safety, minimize arrest and incarceration, strengthen communities, and improve relationships between law enforcement and the communities it serves.

The NNSC supports cities actively implementing a range of interventions aimed at homicide, gun violence, drug markets, and intimate partner violence and at reforming a range of criminal justice practices and institutions. The NNSC also seeks to develop and enhance communities of practice through the Institute for Innovation in Prosecution and the National Initiative for Building Community Trust and Justice.

Please visit [www.nnscommunities.org](http://www.nnscommunities.org) for detailed information on the NNSC's mission, strategies, research findings, media coverage, events, and membership.

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## Introduction

Serious violence in the United States is concentrated in historically disadvantaged communities of color, particularly among young men in those communities. The Group Violence Intervention (GVI)—known by various names, including “Operation Ceasefire”—has the strongest record of preventing such violence.<sup>1</sup> The strategy is based on a set of core facts: Most people in those communities are not at high risk for either victimization or offending. A very small number of identifiable street groups drive the violence, and the people in them face extraordinary risk and trauma. However, the most common law enforcement approaches to violence prevention can actually cause communities harm and make violence dynamics worse. Because of historical harms, over-enforcement, and disrespect, community distrust of law enforcement stands in the way of violence prevention efforts.

GVI focuses on the groups at highest risk for violent victimization and offending, with the intention to keep group members alive, safe, and out of prison. The GVI partnership communicates directly with group members by conveying a powerful community message about disapproval for violence and in support of community aspirations; concrete opportunities for both immediate and longer term assistance and support; and clear prior notice of the legal risks associated with continued violence. The partnership then delivers swiftly on these commitments.<sup>2</sup>

The National Network for Safe Communities (NNSC) at John Jay College of Criminal Justice works with national partners in communities and law enforcement to implement and develop this strategy. It arises from a desire to build community capacity to prevent violence, use enforcement narrowly and strategically, help the most vulnerable people, and improve the legitimacy of police in the eyes of the community. Implementing this approach has consistently reduced serious violence in dozens of cities over a period of 20 years.<sup>3</sup>

During these 20 years of helping cities to launch GVI, it has become clear that a fulltime, local **project manager** is essential to sound, sustainable implementation. The project manager oversees the effort, ensures fidelity to the model, and holds the strategy’s partners accountable. The role and responsibilities of the project manager position include identifying both short-term operational gaps, long-term sustainability issues, and solutions to those problems in real time. The NNSC and several other organizations employ experienced **strategic advisors** who work directly with cities—especially their project managers—over an extended time period to develop each partner’s subject area expertise on GVI implementation, so they can steer the work after the advising period has ended.

GVI is designed to work within the existing resources of law enforcement, the community, and social services. With day-to-day guidance from a dedicated project manager, cities can launch the strategy quickly and sustain it.

## A Quick Guide to Launching GVI and Preparing the First Call-in

GVI is rooted in direct communication with violent groups by a partnership of law enforcement, community members, and social service providers. Together, this partnership delivers a unified “no violence” message, articulating community norms against violence, offering social services and alternatives, and giving prior notice that further acts of violence will bring heightened law enforcement attention to the groups as a whole. A central communication tool of the strategy is the “call-in”—a face-to-face meeting between the GVI partnership and people representing violent groups in the city.

A series of initial steps provides the foundation for a city to get to its first call-in, typically the event that launches the strategy and first brings it to the attention of the public. The following is a checklist for project managers which outlines actions that the GVI partnership should complete in advance of holding the first call-in. Note that in some cases, cities will not yet have selected a project manager during the first steps of the strategy; even when there is a project manager in place, he or she may not be personally responsible for completing each of the items below. However, the project manager is ultimately accountable for ensuring that these steps have been completed before the first call-in, and he or she will play an increasing role in coordinating these activities.

- 1. Conduct the problem analysis.** The problem analysis is the first step toward understanding local violence dynamics and the first opportunity to forge strong relationships and set the tone of the partnership. This exercise consists of:
  - (a) a **group audit**, which is an exercise that helps identify and analyze all active, violent groups in the city and
  - (b) an **incident review** to establish the extent to which group members have been involved in recent homicides and shootings, and how. Through the group audit and incident review, GVI partners gather frontline law enforcement knowledge in order to develop data about the group dynamics that drive violence; these data in turn inform the operational steps of GVI. (While the project manager may not be selected by the time of the problem analysis, he or she should be aware of the information gathered during this stage in the process.)

### Qualifications for a project manager

Successful GVI project managers have come from a wide variety of backgrounds, including law enforcement, social work, city government, and education. Regardless of their background, the project manager should be someone who has the ability to establish trust with operational partners in law enforcement, social services, and the community. This requires strong relationship management skills which are necessary to navigate the sensitive work of GVI. The project manager role also requires a deep commitment to the GVI mission and excellent organizational skills, given that one of the objectives of this position is to ensure all partners are accountable to the strategy. Finally, the project manager should be senior enough in their field to credibly represent the strategy’s executive partners. (See Appendix A for a full scope of work for the project manager.)

2. **Establish the governing board.** The project manager identifies principals from the law enforcement agencies, social service providers, and community organizations committed to the strategy. This group should meet regularly to take high level responsibility for the GVI strategy; provide organizational support; establish measures of accountability and progress; and use its influence to work through any barriers.
3. **Conduct a demonstration enforcement action.** This is the partnership's first opportunity to demonstrate its enforcement capacity to local groups. This enforcement action should be directed at one of the city's most violent groups and meaningfully affect enough of its members to send a clear message about group accountability for violence. If the project manager is not a sworn law enforcement officer, he or she may not be directly involved in this process; however, any GVI project manager should be fully informed and aware of enforcement actions, in coordination with the law enforcement partners.
4. **Identify group members to attend the call-in.** Law enforcement works together with the project manager to select and notify group members to attend the call-in, typically through the channels of probation or parole. The group members chosen are not necessarily those at highest risk but simply representatives of each active, violent group in the city who can be compelled to attend the call-in by the conditions of their probation or parole. Their role at the call-in is to act as messengers to carry the call-in message back to other members of their groups.
5. **Plan and conduct the call-in.** The project manager organizes the call-in by ensuring that the partnership finds space, coordinates the selection and notification of group members, chooses speakers, holds rehearsals, invites community members, and creates an effective security plan. All participants must be clear about their roles and messaging, and all logistical details must be worked out in advance, in order to ensure the smooth and sound execution of the call-in.
6. **Track the violence.** It is crucial that the partnership establish tracking measures to monitor the fluid dynamics of local violence and group membership; at minimum, this includes a regular process for refreshing the group audit. It also includes a standing shooting review and group violence scorecard to assess the most serious incidents for group involvement and determine appropriate next steps.
7. **Institutionalize GVI.** Sustaining the strategy requires that the city commits to addressing violence cooperatively using the GVI framework. The project manager helps this process by maintaining strong interagency partnerships, putting mechanisms in place to track group violence, and helping each partner routinize GVI activities within their agency (including call-ins, enforcement actions, custom notifications, case management for group members who ask for support, etc.). The project manager should also build positive, long-term relationships with members of the local media. These measures will help shape an environment in which GVI is the new and accepted way of doing business.

## Problem Analysis

The problem analysis is the first step in developing a comprehensive understanding of a city's violence dynamics. If the project manager is in place before the problem analysis is held, he or she should provide logistical support to the law enforcement representatives leading the process. This may involve coordinating with attendees—federal, state, and local law enforcement officers—to ensure that the right frontline personnel are invited and ready to participate. Strategic advisors or other research partners can be particularly beneficial during the problem analysis to guide the process, capture the data it yields, and organize it in a way that is useful to the partnership. Not all cities have selected a project manager by the time they hold the problem analysis. In such cases, the project manager should be made aware of the results and any gaps that remain to be filled following the exercise.

The problem analysis involves a *group audit* and an *incident review* and answers the following questions:

- What groups are active in the city?
- Where are they located?
- Who are the active group members?
- Which groups are driving the violence?
- What are the patterns of violence?

In most cities, the best existing official data does not provide a clear picture of group violence dynamics. The GVI partnership answers these questions by drawing on street-level knowledge that comes from line officers and other frontline law enforcement personnel such as probation and parole officers. National experience shows that these people have the expert knowledge required to gain a complete picture of a city's group violence.

The **group audit** shapes a comprehensive understanding of a city's groups and where they are operating by identifying:

- Violent groups
- Rivalries and alliances among groups
- Size of the group population
- Location of groups
- Influential group members
- Levels of violence and organization
- Connections to national and transnational networks

### What are groups?

The term “group” refers to any social network whose members commit violent crimes together. This can include anything from chapters of organized national gangs with recognized symbols (such as the Gangster Disciples) to loose neighborhood crews or family networks with no hierarchy or business (such as a set that claims a particular block). All “gangs,” “posses,” “sets,” “crews,” “blocs,” and other associations are names for groups.

The **incident review** examines nonfatal shootings from the past 2 years and homicides from the past 5 years to:

- Identify group member-involved (GMI) homicides and shootings and distinguish, when appropriate, between GMI incidents and incidents motivated by group beefs or issues.
- Establish motives and context (beefs, drug business, robbery, domestic dispute, etc.).
- Identify patterns of violence for groups and people.
- Identify particularly active groups and people.
- Capture emerging trends in violence.

The initial problem analysis provides the foundational data to proceed with a demonstration enforcement action (see Demonstration Enforcement Action on page 15) and the city's first call-in (see The Call-in on page 15). The project manager is responsible for coordinating with law enforcement to ensure that they maintain current information on groups by refreshing the group audit on a regular basis and establishing a standing incident review meeting. (See *Group Violence Intervention: An Implementation Guide*, pages 21 to 38, for more on the problem analysis.<sup>4</sup>)

## The Partnership

GVI requires the collaboration of partners committed to the approach. Without the backing of key leadership from city government, law enforcement, community members, and social services, GVI will not succeed. The project manager establishes and nurtures these core partnerships that extend beyond law enforcement.

### Forming a governance structure

National experience has shown that project managers on their own cannot sustain GVI. In order to establish accountability and sustainability, the project manager should oversee a process that establishes a multi-tiered governance structure.

While this structure may differ from site to site, project managers often help establish a central governing board and three separate operational committees for law enforcement, support and outreach, and the community moral voice. (See Appendix B for a sample governance structure.<sup>5</sup>) The project manager helps sustain these committees by playing an active—and often leading—role within them.

### Governing board

The governing board, led by the project manager, includes principals from the law enforcement, support and outreach, and community moral voice operational committees. The governing board typically meets as often as monthly (or at least quarterly) to take high level responsibility for the GVI strategy; provide organizational support; establish measures of accountability and progress; and use its influence to work through any barriers.

The project manager works with the governing board to hold each team accountable to its commitments, which helps ensure that GVI is implemented consistently and with fidelity to its core principles. Convening regular governing board meetings also facilitates information sharing among partners.

Members of the governing board typically do not carry out the work of the strategy directly; they provide additional oversight and support on a citywide level. People, agencies, and organizations to consider for the governing board include:

- Mayor
- City council members
- Police chief
- District attorney
- U.S. attorney
- Foundation executives
- Respected community leaders

### **Operational committees**

The operational committees contain the partners who carry out the work of GVI in each area of the strategy.

#### **Law Enforcement Operational Committee**

Law enforcement should identify a leader to take charge of the law enforcement operational committee, with the project manager playing an active support role. The project manager should ensure that law enforcement is maintaining and updating intelligence on active groups and is conducting regular incident reviews. As the liaison between a range of agencies and individual partners, the project manager helps maintain relationships and sustain buy-in. Similarly, the project manager ensures that law enforcement coordinates and executes meaningful GVI enforcement actions. The project manager also commonly provides logistical support by scheduling regular meetings. This includes coordinating schedules, getting all relevant players to the table, and ensuring that the meetings remain focused and efficient.

The law enforcement operational committee should consist of those law enforcement officers most vital to the workings of GVI. The group should invite anyone who has intelligence relevant to GVI, even if those people work outside of the typical agencies; for example, Chicago includes the city's Department of Building Code Enforcement in its law enforcement operational committee to help close off drug houses and vacant properties that serve as locations for group activity. Similarly, if a city's data analysts, for example, do not handle intelligence important to GVI, they need not attend. It is crucial that these meetings gain buy-in from all participants, and efficiency is the best way to facilitate this (See *Group Violence Intervention: An Implementation Guide*, pages 78 to 80, for more on the law enforcement operational committee.<sup>6)</sup>

## Operational partners to consider for the law enforcement operational committee include:

- Police chief’s operational designee
- Police chief’s executive designee
- Dedicated unit supervisor(s) (e.g., gang, narcotics, or violent crime detective units)
- Intelligence analysts or crime analysts
- Officers in special units (violent crime detectives, gang task force, narcotics task force)
- Designated point of contact for local and federal attorneys’ offices
- Federal agency liaisons (Bureau of Alcohol, Tobacco, Firearms and Explosives, Drug Enforcement Administration, Federal Bureau of Investigation)
- Dedicated officers or supervisors from probation and parole
- Dedicated liaison or supervisor from corrections departments

## Partnering organizations to consider for the support and outreach operational committee include:

- Mentoring programs
- Trauma care services
- Reentry programs
- Street outreach programs
- City social service agencies
- Traditional services (education, employment, mental health, substance abuse programs)

## Support and outreach operational committee

The support and outreach operational committee coordinates all agencies, services, programs, and partners to provide priority assistance to group members who ask for it through the channels of GVI.

The project manager should ensure that the support and outreach structure adequately meets the specific, immediate needs of high-risk street group members. A resource assessment process (see sidebar) should include measures to address trauma, methods to protect group members from harm—such as preventing retaliation, intervening with enemies, helping with relocation, and providing emergency housing—and ways to provide the “big small stuff”—low cost but pressing needs such as transportation, groceries, clearing warrants, getting state IDs, etc. The support and outreach operational committee should also establish mechanisms to provide street group members with priority access to traditional services such as job training, housing, education, peer support groups, and substance abuse counseling. This structure gives group members a path away from risky behavior toward new and positive relationships. It also demonstrates, beyond the immediate goals of preventing violence, a commitment to the lives of group members. (See *Implementing Support and Outreach in Community Violence Prevention* for more detail about the support and outreach structure.<sup>7</sup>)

The support and outreach operational committee is often led by a designated support and outreach coordinator, whom the project manager helps to recruit members during the early stages of building partnerships. This coordinator will be the person who represents the support and outreach structure at meetings of the governing board. The project manager should help hold the coordinator accountable for logistical tasks such as establishing a 24-hour hotline that group members can call to

## Support and outreach resource assessment

The project manager is responsible for establishing new and strong relationships among the support and outreach partners to meet a wide range of immediate needs and offer traditional social services to the core group member population. This process typically begins by identifying existing resources within the core support areas (addressing trauma, protection from risk, the “big small stuff,” traditional services, etc.) and follows with strategic outreach to organizations, service providers, community leaders, faith groups, and others to address gaps and continue to build support.

The project manager should identify organizations and individual partners who are interested in GVI, have influence within their sphere, and can make resources available. GVI is designed to use existing resources and does not typically require new support to get underway.

The project manager should choose partners who are willing and able to contribute to the strategy and its implementation without additional funding. Many such organizations and providers exist in every city. The project manager should meet with potential partners and inform them in advance that they will be expected to participate in the GVI partnership using their existing resources. Those who maintain their interest despite these financial limitations will be the right partners to work with.

In order to establish long-term partnerships, the NNSC recommends that the project manager conduct a resource assessment process as follows:

1. Make a roster of necessary support and outreach categories. These should include:

- Addressing trauma
- Addressing the “big small stuff”
- Providing protection from risk (emergency housing, relocation, etc.)
- Providing monetary assistance for emergency spending
- Providing access to traditional services (housing, employment resources, substance abuse treatment, etc.)

2. Identify local agencies and key contacts willing and able to fill these needs.

3. Consider who else needs to be at the table. Which partners are missing? Work through existing contacts and relationships to get these players to the table.

4. Once established, hold support and outreach operational committee meetings and share the roster. The project manager should lead the support and outreach operational committee in revisiting the resource assessment regularly; it is a “living document” and should not remain static.

access services; following up on requests; tracking uptake of services; and facilitating regular meetings of support and outreach agencies.

The support and outreach operational committee uses its meetings to discuss the progress of specific street group members who have engaged services, to identify gaps and opportunities in providing support, and, at times, to organize the delivery of custom notifications and other direct communication with group members. The project manager should ensure that this operational committee tracks the progress of each group member who asks for help.

The project manager should also ensure that the support and outreach coordinator

and partner agencies prioritize group members above other cases, particularly if they explicitly promise to do that during the call-in and custom notifications.

### ***Community moral voice operational committee***

The focus of the community moral voice is to elevate the public safety standards of the community through the voices and actions of people with strong credibility in the eyes of group members. Such people, by virtue of the moral authority they hold in the community, have the credibility to voice the community’s “sentiments, aspirations, frustrations, and expectations.”<sup>8</sup> It is crucial that group members hear a strong message that their community loves them but rejects violence, particularly since establishing informal social control (i.e., community norms of behavior) is even more powerful than employing formal legal measures. The community’s support for GVI also lends legitimacy to the strategy and its implementation.<sup>9</sup> At least at the outset, it is not necessary to have large numbers of community moral voices, or to undertake extensive community organizing; the relatively small number of community moral voices needed to implement call-ins can fully play this crucial role and get the strategy under way.

The project manager is responsible for identifying those people who will speak at call-ins and in other direct engagement with group members such as custom notifications. These speakers describe the pain that homicide and gun violence have caused in their lives, their hopes for the community, and their love for group members themselves. They should include people who represent three roles: the “voice of redemption,” the “voice of pain,” and the “voice of aspiration.”

The **voice of pain** should be someone who has been personally affected by gun violence in the community. Mothers (or grandmothers) of murdered children commonly fill this role, but it can be anyone who has lost a loved one to neighborhood gun violence. The **voice of redemption** is a person who has changed their life after being involved with street groups. Often someone who was formerly incarcerated—and involved in crime and violence—their firsthand experience allows them to speak credibly and authentically about the falsehood and damage the “street code” does to the community. Group members will often hear what they have to say because they share an experience. The **voice of aspiration** is someone who possesses the respect of group members and whom they recognize as authentic. This person will be different in every city, but faith leaders, community organizers, and/or grassroots leaders often occupy this role. They can speak about the impact of violence in the neighborhood, outline group members’ part in a safer, more stable community life, and express the community’s love and hope for them.

The project manager can identify speakers by making requests through the networks of community members who have already committed to joining the GVI partnership. Some good questions to ask in looking for speakers include:<sup>10</sup>

- Whom do people in the neighborhood look to for leadership, advice, or help?
- Who has lived in the neighborhood the longest?
- Who goes to all the neighborhood watch meetings?

- Who is involved in giving back to the community?
- Who knows the most about what is going on in the neighborhood?

A successful speaker does not need to be a well-known person with an impressive title. The project manager should look for respected people who are willing to represent the community in articulating the message: “We care about you but the violence needs to stop.”<sup>11</sup> The project manager should first arrange a meeting with each potential community speaker to introduce the GVI strategy, answer any questions, and gauge whether they are interested in being involved.<sup>12</sup> In preparation for the call-in, the project manager should be sure that community speakers possess trust and legitimacy in the eyes of the group members who will attend the call-in.

### **Additional community engagement**

The project manager can also help mobilize the community moral voice by building and nurturing relationships with communities and law enforcement, who often exist in tension with one another. Acting as liaison between the two groups eases communication and helps them to work together on the common goals of GVI. The project manager should think about creative ways to inform the right community leaders about GVI; work with active, credible community associations; and organize events within the communities most affected by violence.

For example, national experience shows it can be extremely important to notify neighborhood residents when and where an enforcement action has taken place and explain its relation to GVI. The project manager can facilitate this communication by producing and coordinating the distribution of informational handouts such as flyers and door hangers or helping law enforcement organize community meetings or other events.

Other mechanisms for engaging the community moral voice include holding meetings with community groups and/or schools to gain buy-in for GVI at the outset of the strategy; canvassing in neighborhoods affected by violence to update residents about the work and how they can get involved; and holding community events like barbecues and basketball games so police officers and community members can share a safe space and interact in a friendly environment. When appropriate, these activities should involve members of law enforcement to improve relationships.

Holding regular meetings with community members, in order to update them on the work and progress of GVI, can be extremely effective as both an organizational tool and a support mechanism. The efforts of some cities to support and develop the community

“Our community partners were not willing to engage in the strategy if that meant we were going to reduce shootings and homicides at the cost of causing more harm in our community. When I talk about Ceasefire, I’m not just talking about the reduction of homicides and shootings. I’m also talking about stronger relationships with our community.”

—Reygan Harmon, Project Manager and Ceasefire Director, Oakland, California

## Partners to consider as community moral voices include:

- Mothers and family members of murdered children
- People formerly involved in violent groups
- Faith leaders
- Survivors of violence
- Street outreach workers

moral voice have led to the creation of nonprofits or separate groups that later became partners in the GVI work.

## Demonstration Enforcement Action

The demonstration enforcement action is a coordinated “crackdown” against a violent group. Performed by the interagency members of the law enforcement operational committee—including local, state, and federal agencies—its purpose is to illustrate, in advance, the capacity of law enforcement to sanction an entire group for serious violence.<sup>13</sup> It provides proof of the message the law enforcement speakers deliver at the call-in.

In many cases, the project manager facilitates conversations among the law enforcement partners to determine, using data from the problem analysis, which group to enforce against. Such enforcement actions should only move forward when the partners agree on the course of action.

In order to make the enforcement action an effective example for the call-in, the project manager should work with the interagency partners to ensure that they apply meaningful sanctions to as many members of the group as possible, while communicating clearly to those members that sanctions are a result of the group’s involvement in serious violence. Sanctions could include: performing a full conspiracy investigation, vigorously enforcing the conditions of group members’ probation or parole, serving outstanding arrest warrants, performing controlled drug buys and arrests, serving warrants for outstanding child support, checking group members for unregistered cars, and performing housing code enforcements.<sup>14</sup> The purpose of the enforcement action is to deliver not heavy sanctions but group coverage. The partnership should use the lowest possible sanction level and use actions such as RICO very rarely—and only for extremely violent groups. The enforcement action works most effectively when the project manager has helped facilitate open and communicative relationships between the law enforcement partners.

In some circumstances, an existing investigation or prosecution—one that is already underway or very recently completed such as a Racketeer Influenced and Corrupt Organizations Act (RICO) case against a violent group—will prove effective as a demonstration enforcement action. If this is the case, the project manager must ensure that it was carried out recently and addressed a group well known within the community; otherwise, choosing an older case involving a less prominent group will compromise the credibility of the law enforcement message. The project manager’s role is to maintain communication with law enforcement to see that the enforcement action is proceeding as planned, in line with the overall GVI strategy. The project manager should also support the law enforcement partners in solving any problems that may arise.

## The Call-in

The call-in is a face-to-face meeting of the GVI partnership and group members representing all active, violent groups in the GVI jurisdiction that takes place in a location of civic importance. Law enforcement gives the groups prior notice that further violence by any group will result in consequences for the group as a whole. Community members deliver a moral message against violence. Social service providers offer help with issues common to the group population. The partnership asks the attendees of the call-in to spread the message to their associates.

Planning and executing the call-in is one of the project manager's primary tasks. The project manager should lead each of the following processes, whether personally or by delegating to staff. (See Appendix C for a sample call-in checklist, a tool to guide the project manager in this process.)

### Identifying call-in attendees

The purpose of a call-in is to deliver the GVI message to all groups in a site at once. Determining which group members should receive invitations is of paramount importance, and the project manager should coordinate with law enforcement to do so. The project manager should ensure the partnership takes the following steps to identify call-in attendees.

- 1. Identify members of violent groups.** Prior to the call-in, the law enforcement operational committee, using the group audit (which identified all active groups in the community) and current intelligence from law enforcement, should identify as many members of active, violent groups in the city as possible. This represents the universe of potential call-in attendees.
- 2. Give the list of potential invitees to probation and parole.** After completing this review of current group intelligence, the law enforcement partners should pass this intelligence to probation and parole with ample time for them to review it.<sup>15</sup> Probation and parole should identify which group members are currently under community supervision; those members should be short-listed as potential call-in attendees. They will be compelled to attend by the terms of their supervision.
- 3. Share the list with all partners from the law enforcement operational committee.** All of the partner agencies should review the eligible attendees to choose the participants, making sure that at least one member from each active group is represented. They should exclude group members who may be arrested in the days surrounding the call-in, since this can produce the appearance that their arrest is related to the call-in. Call-ins should not exceed about 40 group members. If the list of active, violent groups exceeds that number, the project manager should consider holding multiple call-ins to ensure that members of all groups can be present to receive the information presented at the call-in.

Even after it is approved, the list remains a “living document”: group members’ circumstances change and, as the call-in date nears, attendees can be added or removed as needed (e.g., if a warrant is issued for any of the group members slated to attend before the date of the call-in, they should be removed).

## Notifying attendees

The project manager is responsible for ensuring that those on the invitee list receive a notification letter about the call-in one to two weeks prior to the date. Typically written by law enforcement, the letter should be carefully reviewed and edited by the project manager. (See Appendix D for a sample call-in notification letter.) Delivering the letter by hand is most effective, since group members’ addresses on record are often inaccurate, and mailing the letter is usually insufficient to notify them. A small team—consisting of some combination of police officers, probation or parole staff, community representatives, and social service providers—delivers the letter. Hand delivery allows the members of this team to give a personal message to the attendees and, potentially, their family members or other influentials. The project manager is encouraged to take part in these deliveries but can also delegate as long as they remain informed of the notification process.

## What is an “influential”?

An influential is a person known to have a positive influence in a group member’s life such as a parent, grandparent, pastor, or mentor. Often, an influential can articulate the community moral voice and encourage the group member to listen to messages from law enforcement and social services. Influentials can help set custom notification meetings with group members who are hard to contact.

## Reserving venue

The project manager ensures that the partnership chooses a call-in venue, which should be a welcoming place of civic and symbolic importance. Successful call-in venues range from libraries and community centers to community colleges and park buildings. The NNSC recommends against using courtrooms, since they may carry negative connotations, and group members and other audience members could perceive such spaces as threatening. As the project manager considers a location for the call-in, he or she should seek a space that law enforcement feels can be physically secured. The venue should have a separate entrance for group members, as well as a separate staging area where group members can sit while waiting for the call-in to begin. The NNSC suggests that the project manager identify a person who can speak to the group members in the staging area prior to the start of the meeting—someone who can set a positive, nonthreatening tone; assure them that nobody is being arrested and everyone is going home; and help them feel comfortable.

Prior to booking the venue, the project manager should work closely with the law enforcement lead to:

- Choose and reserve a nonthreatening venue that holds civic importance
- View the space in person to ensure that it meets logistical and security needs
- Confirm the availability of the space for both the rehearsal and call-in dates

## Selecting and confirming speakers

Selecting speakers should begin in the early stages of call-in preparation in order to ensure the right people are voicing the GVI message. As the person who is primarily responsible for maintaining relationships, the project manager works with the governing board to identify and confirm speakers for the call-in. The project manager should also identify back-up speakers to prepare for unexpected changes. Experience has shown that even the most solid commitments from speakers can sometimes fall through at the last minute for a variety of reasons. Having back-up speakers will save the project manager unnecessary stress and ensure that all messages are appropriately represented at the call-in.

Many sites use the following order for call-in speakers; however, outside of the moderator—who must always speak first and last—sites are welcome to arrange speakers as they see appropriate. (See Appendix E for a sample call-in agenda.)

- Moderator (introduction)
- Law enforcement
- Support and outreach
- Community moral voice
- Moderator (closing)

**Moderator.** Many project managers are a natural fit for the moderator role, since they are very familiar with GVI. However, others may prefer to strategize with the governing board to identify someone else who can represent GVI and lead the evening. Whoever the moderator is, this person should have credibility with the community, feel comfortable articulating the rules, and be able to set the appropriate tone for the event. The moderator of the call-in opens the meeting, lays out the schedule for the night, manages the transitions between speakers, and closes the meeting with final remarks.

**Law Enforcement.** The law enforcement speakers typically include the police chief, operational lead for GVI, district attorney, and U.S. attorney. Some cities where a different law enforcement agency is particularly strong and visible—e.g., sheriff's office, probation, or parole—may add or substitute a representative speaker from that agency.

A core aspect of the call-in is to formally articulate the new rules that law enforcement will put in place. The project manager rehearses and checks the talking points of the law enforcement speakers to ensure their message:

- Articulates the purpose of the meeting clearly and repeatedly.
- Emphasizes the strength and capacity of the interagency law enforcement partnership to bring meaningful legal consequences for group violence.
- Details the demonstration enforcement action as a credible response to group violence.
- Tells the group members to take the message back to their group and associates.

See Appendix F for law enforcement talking points.

**Support and outreach.** The support and outreach speaker is typically the GVI support and outreach coordinator or another representative from the lead organization. The project manager should rehearse with this person and check that their talking points to ensure their message:

- Uses plain language everyone can understand.
- Avoids technical jargon and specialized terms (e.g., “intake,” “needs assessment,” etc.).
- Emphasizes that help is available and unconditional, and that group members will be prioritized.
- Describes the kinds of help available, including relocation, ID, housing, and traditional services such as employment, education assistance, and substance abuse counseling (without making promises that cannot be kept).
- Provides the phone number for the established hotline in both written and verbal forms.

See Appendix F for support and outreach talking points.

**Community moral voice.** Community speakers will fill the roles of voice of pain, voice of redemption, and voice of aspiration (see Community Moral Voice Operational Committee at page 11). The project manager should rehearse with each of them, check their talking points, and ensure that their message:

- Relays their own experience of violence.
- Avoids lecturing.
- Demonstrates an understanding of the overall GVI message and remains consistent with the other speakers.

See Appendix F for community moral voice talking points.

## **Inviting other audience members**

In addition to the speakers and attendees, the project manager should consider others from the community who might be invited to the call-in to support the process. Most sites include additional community leaders from the neighborhoods in which the group members live, a variety of social service representatives, and a range of law enforcement officers. If additional law enforcement officers are invited, the NNSC strongly recommends that many of them attend in plain clothes, so that the environment does not feel dominated, patrolled, or surveilled by law enforcement.<sup>16</sup>

It is crucial that the project manager keep track of those who have been invited to attend the call-in as audience members. This list will allow the project manager to keep track of attendance for the sake of planning and logistics, as well as to create a list for security and ensure that only invited audience members are able to participate.

## Creating a security plan

The project manager should work with law enforcement to create a security plan for the call-in. This may include metal detectors or pat downs, depending on what the city deems necessary. Often, uniformed officers maintain a presence at the entrance and within the call-in space itself. At least one GVI partner should also maintain the door, making sure that attendance is limited to the invited group members and audience. There is typically a policy that no late entry or re-entry will be acceptable, another measure to ensure safety and avoid disruption.

## Preparing a PowerPoint and providing food

The NNSC recommends that sites create visual aids for each call-in. This typically takes the shape of a comprehensive PowerPoint presentation that includes the following: speaker names and contact information, talking points, photos, and the details of the most recent demonstration enforcement action.<sup>17</sup> The PowerPoint presentation should be coordinated by the project manager, whose job it is to make sure that everyone's slides are clear, concise, and on message.

Following the call-in, the GVI partners should offer to break bread with everyone in attendance. For most sites, this means that the project manager will plan in advance to have food ready and waiting at the conclusion of the call-in.

## Rehearsing

It is vital that the project manager schedules and requires full participation in at least one full call-in rehearsal. The rehearsal, which usually occurs the night prior to the call-in, allows all speakers to practice their parts, transitions, and slide presentations together in the space where the event will be held. It also allows the project manager to provide feedback to the speakers and ensure that everyone remains on message.<sup>18</sup> Call-in rehearsals require an extra time commitment from speakers and partners, but they help avoid serious mistakes on the day of the meeting. An unprepared call-in signals to the participating group members that the partnership does not take them seriously. Small mistakes—technical issues with the PowerPoint, mispronounced names, and confusion over the speaking order—set the wrong tone for a call-in and can derail its carefully planned messaging. Even after a city has held numerous call-ins, it remains important to mandate a rehearsal prior to each call-in.

## Custom Notifications

Custom notifications are home or street visits that communicate the GVI message to specific people. The project manager's role is to link these notifications to the partnership's knowledge of the street dynamic. He or she is uniquely positioned to connect the use of custom notifications back to the information that has come from the problem analysis, shooting reviews, and other law enforcement exercises to generate intelligence about the highest risk people.

Through custom notifications, a small group of representatives from the partnership delivers individualized information to those at highest risk. Custom notifications can also include influentials in order to amplify and personalize the message. These flexible visits can be deployed quickly to help interrupt cycles of violence, address retaliation and active disputes, calm hot spots, and address “impact players,” including those who are not on supervision and difficult to reach.<sup>19</sup>

Groups or individuals the project manager should consider to participate in custom notifications include:

- Law enforcement
- Community leaders (sometimes the same people who represent the community moral voice)
- Street outreach workers

Ideally, custom notifications should be conducted by a small team; however, if there is a time-sensitive situation (such as a retaliation scenario), law enforcement can deliver the message alone.<sup>20</sup>

It is the project manager’s responsibility to plan and track custom notifications. The project manager should have a clear understanding of the custom notifications that have occurred and those that are in the planning stages. He or she should also be aware of how they are typically carried out, in order to ensure fidelity to the model. Where appropriate, he or she may also take part in the process.

## **Institutionalization and Sustainability**

When cities sustain GVI beyond its initial launch, the strategy can have a continued impact on violence.<sup>21</sup> From the beginning of implementation, project managers should consider deliberate measures to ensure accountability, tracking, and long-term commitment from the GVI partners. Once the city has launched the strategy, the project manager should also consider long-term funding options, including private sponsors and grants.

### **Fostering relationships across teams**

Relationship management is a core job of the project manager. Maintaining connections with partners and encouraging open communication helps the partnership adhere to the basic implementation goals and use resources wisely. One way to foster cooperation and information sharing is for the project manager and one representative from law enforcement to regularly attend the community and support and outreach committee meetings. The project manager plays the role of liaison among the groups.

A strong governance structure (see Governance Structure at page 8) will also provide a formal mechanism to solve problems and promote high level accountability among the partners. Adhering to this structure, or one similar to it, will give the project manager

a framework for managing relationships between partners who might not always share priorities and perspectives and ensure that these relationships survive personal transitions such as elections and promotions.

## Reinforcing the mission

The project manager is the primary voice of GVI who reinforces the shared mission of the strategy to reduce violence, strengthen communities and their relationships with law enforcement, and use enforcement in a strategic, limited way. The project manager can help institutionalize GVI by consistently grounding the work in this mission and ensuring that all partners adhere to the message. Being clear about these goals will help prevent partners from getting distracted or trying to absorb other projects into the GVI mission.

## Staying accountable

The project manager sets performance and accountability expectations. This includes ensuring the tracking and documentation of core GVI activities; collecting data on outcomes; and routinizing GVI meetings. All of these measures help reflect the progress of the strategy and contribute to institutionalization. They help establish GVI as the city's new norm and sustain the work even when staff turnover and changes in leadership occur.

The project manager should ask that both law enforcement and support and outreach workers gather, record, and analyze their data regularly. These teams should make their data available to both the project manager and any strategic advising partners. The project manager should check in regularly to see that critical processes—such as group audits, incident reviews, and social services case reviews—are completed regularly and accurately, that the information is being shared appropriately, and that the most recent data is readily available when needed.

Following the initial incident review, the project manager should hold the law enforcement operational committee accountable for tracking incidents in real time. Most cities do this through a regular meeting with interagency partners to debrief the fatal and nonfatal shootings, determine potential group involvement, and strategize around operational steps such as custom notifications or group-based enforcement.<sup>22</sup> The project manager should ensure that these meetings are occurring and attend them.

Following the first call-in, the project manager should ensure law enforcement is tallying all fatal and nonfatal shootings involving group members, in order to identify the *first* and the *worst* groups—the first group to commit a homicide and the most violent group, respectively. During the call-in, law enforcement will have signaled that these groups will be subject to special, priority attention by the GVI partnership. The project manager helps keep law enforcement on track—often using a group shooting scorecard to track victims and suspects—and ensure law enforcement uses the data to inform subsequent group enforcement actions. (See *Managing the Group Violence Intervention: Using Shooting Scorecards to Track Group Violence*.<sup>23</sup>)

To keep the data timely and relevant, the law enforcement operational committee should conduct a group audit approximately quarterly to update information on group members, alliances, and conflicts. The project manager can help to schedule these group audits regularly and get the right partners to attend.

Support and outreach workers should similarly track their cases and data on group members with an emphasis on who remains alive, safe, and out of prison. The project manager should initiate and help to structure this tracking.

### **Using diagnostic tools**

To ensure effectiveness and accountability, the project manager should use diagnostic and planning tools to take stock of the implementation on a regular basis—and identify strengths, gaps, and top priorities. The NNSC designed its “Implementation Review Rubric” (see Appendix G) as a framework for this type of assessment, to be completed on a quarterly basis. Used regularly, the rubric can help diagnose weaknesses in overall implementation, identify priorities for improvement, and create timelines for achieving milestones. It can also help the project manager to assess the effectiveness of the structures for governance, law enforcement, support and outreach, and the community partnership, as well as the call-ins and custom notifications. This is not meant to replace a formal evaluation; it should be approached as another implementation tool.

### **Media relations**

In order to communicate the goals of GVI accurately to the media and the public, the project manager should have a firm understanding of the work in advance, prepare the key partners to discuss the goals and strategic framework, have experienced communications personnel leading the effort, and plan the steps they will take toward media engagement. This will help ensure that the press strategy is well managed; all partners share a unified message; planned GVI milestones are accounted for; and the partnership can respond to unexpected events and media inquiries.

The project manager and the press liaisons who will be managing the city’s media strategy can begin by familiarizing themselves with the background material and FAQs at the NNSC website and handbooks, and use the NNSC talking points and sample materials as a guide to designing their own strategy. (Visit the NNSC website at [www.nnscommunities.org](http://www.nnscommunities.org).)

### **Getting started**

In many cities, local politics and curiosity about the new strategy lead to press inquiries early on, so it is helpful to outline a public communications plan from the beginning. The project manager and media liaisons can develop a timeline for engaging with the media. This can include plans for public information, such as press releases and op-eds, to introduce the strategy and share information with the public at important milestones. It can also include media events such as press conferences. Two initial steps have proven helpful in cities across the country:

- **Embed a trusted reporter.** Some cities feel confident with a particular outlet or reporter and can offer to embed them in the process, give them early access to key partners, and allow them to attend the first call-in—with the understanding that everything the reporter sees and hears must be embargoed until after the first call-in is complete. This can help ensure accurate coverage as implementation begins.
- **Publish an op-ed.** The partners can announce the implementation of GVI with an editorial in a local newspaper to describe the new approach in their own terms. Many cities publish an op-ed immediately after the first call-in. The NNSC can provide guidance on messaging for such an editorial.

When any of the GVI partners receive a press inquiry, they should share that information with the project manager and one another to coordinate their response and stay on message. Some cities choose to designate a single point person—often the public information officer at the mayor’s office or police department—through whom all press requests flow. The project manager should also be made aware of any potential media events around GVI and be a part of planning them. The city can develop talking points or use talking points the NNSC has developed to share with all GVI partners.

## Collaborative Problem Solving

The project manager will encounter many challenges during the implementation of GVI. While each city faces its own roadblocks, certain issues that project managers confront are common. Taking lessons from the experiences of project managers across the country, who have solved these problems collaboratively, can help new sites succeed. Following are three examples from the field.

### Filling gaps when confronted with staff turnover and other unexpected challenges

**Paul Smith, former project manager in Chattanooga, Tennessee; current field advisor for the National Network for Safe Communities**

Paul Smith was the project manager in Chattanooga, Tennessee, from 2013 to 2016. Shortly after the city’s first call-in, Chattanooga’s support and outreach coordinator—who was also the city’s lead service provider—was unexpectedly required to step down. As project manager, Smith stepped in to fill the gap immediately.

“In the absence of a true support and outreach coordinator, I had to take on the many responsibilities of the position,” he recalled. “This included carrying and being accountable for the 24-hour hotline [that was provided to group members as their means of accessing supportive services], as well as coordinating service providers, fundraising, case management delegation, and following up with participants.” In addition to the expected project manager tasks, Smith learned to manage group members’ cases, partnered with an employment agency to develop a cohort of

workforce and peer groups, and helped create a structure for Chattanooga’s workforce development and training—all while working to recruit a full-time support and outreach coordinator to step into the role long term.

### **Advice from Paul Smith for project managers who experience staff turnover while implementing GVI**

“Be willing to wear various hats in the initiative and maintain some flexibility as you constantly evaluate partners for fidelity and their roles in the initiative. Sweat the small stuff. Be flexible and don’t take it personally, but make sure to own it all. The buck stops with the project manager, so maintain relationships with each of the players. Constantly evaluate relationships and positions within the initiative, including your own. Ask for feedback.”

As project manager, Smith knew he had to be willing to step into this role in the short term. “You have to demonstrate what you need and expect from others,” he explained. “If anyone drops off, the project manager has to do it. And if I couldn’t do it, I’d find someone who could. If people see that you’re willing to invest your time to help, you’ll earn respect. I worked in the mayor’s office, so I’d walk across the hall and find the person that I thought could help resolve an issue. I’d walk in and say, ‘here’s the A, B, and C of a problem set,’ and we’d collaborate. Collaboration is one of the most important aspects of relationship management, particularly in this role.”

Wearing multiple hats wasn’t always easy. While filling the support and outreach coordinator role, Smith made daily phone calls to agencies and partners to reaffirm their commitment, held monthly meetings for all support and outreach partners, and worked to build partners’ ownership over the support and outreach promise to group members.

Through the unexpected challenges, he discovered that complete ownership of the position and GVI as a whole was critical to achieving success. According to Smith, project managers must “make sure that [they’re] at the epicenter of every single relationship. The project manager is where the initiative lives and dies.”

### **Building relationships between law enforcement and community members**

#### **Brent Peterkin, statewide coordinator for Project Longevity, Connecticut**

Brent Peterkin is the statewide coordinator for Connecticut’s implementation of GVI, known locally as “Project Longevity.” When he first began in the role, he did not have relationships with the police departments in any of the three cities where Project Longevity operates. Since law enforcement partnerships are vital to the success of GVI, Peterkin worked hard to build working relationships with police in each city.

“I felt that previous attempts . . . in developing relationships with police and community were intermittent and reactive,” Peterkin said. “I decided that it was

important to develop relationships out of experiences that offer opportunities to learn interdependently and engage in social dialogue in a noncoercive manner.” He did this, in part, by holding events that allowed police officers and community members to work together and have open conversations about their lives. This, in turn, made having conversations about GVI and operational partnerships a “natural progression of social conversations.”

He also reached out to the police chiefs early in his tenure to discuss their “vision, the nature of their rapport with community stakeholders, aversions, the vicissitudes associated with their role, and expectations related to the strategic implementation of GVI.”

“In my discourse with chiefs and command staff,” he said. “I was empathic, inquisitive, and candidly respectful of the roles involved . . . This may sound very basic, but I think officers appreciated being humanized by someone outside of their community.”

As these relationships developed, Peterkin began to notice changes within the police departments. For one, he said, he saw a willingness from police officers to become involved in the work of GVI and other community engagement activities. He also found that laying the groundwork for relationships allowed him to have candid—and sometimes difficult—conversations with members of law enforcement about the impacts of police efforts and how they are perceived. As they built trust, the departments also granted Peterkin increased access to the police chiefs and other high ranking officers. However, this did not happen overnight. “The relationships developed over time,” Peterkin said, “with some progressing at a faster pace towards mutual respect, admiration, and solidarity than others.”

## **Working with the community to institutionalize GVI in an unstable environment**

**Reygan Harmon, project manager and Ceasefire director, Oakland, California**

Beginning in the mid-2000s, Oakland, California, implemented several unsuccessful versions of GVI under the name “Oakland Ceasefire.” When Oakland re-invested in GVI in 2012, both the Oakland Police Department and the city as a whole existed in an

### **Advice from Brent Peterkin for new project managers building relationships with GVI partners**

“People connect to people. It is important that project managers first identify themselves as the custodians of GVI . . . [But] if a project manager doesn’t take time to develop organic relationships and places too much focus on the model, with the assumption that the model and associated innovations are intuitively understood, then he or she will have a much harder time in getting partners to adopt the practices of GVI . . . The consensus and acceptance of GVI is rooted in the establishment of relationships with those who will serve as outward and inward facing leaders and practitioners of the effort.”

unstable environment. “We had some very challenging times,” Reygan Harmon, the city’s project manager for GVI, recalled. “We had gone through three police chiefs in one day [and we had a] grossly understaffed police department. Our numbers were as low in 2012 as they had been in the 1960s.”

“When everyone else’s crime rates were going down,” said Harmon, “[Oakland’s] continued to stay up, so we hadn’t seen a reduction in crime. We had multiple city administrators, multiple police chiefs, and multiple city council members—it was a very challenging way to restart the strategy.”

### **Advice from Reygan Harmon for project managers developing community partnerships**

“ I emphasize . . . where you have a lot of instability, that community partnership is so incredibly valuable. And as you develop partnerships with your community, it’s not just the people who agree with you. It’s the people who share the same values in terms of obviously reducing crime, but also because when there [are] shared values, there’s also a shared commitment to seeing real change. And that’s what our community partners have done for us in Oakland.”

Harmon made a point of creating stability within the strategy by focusing on fidelity to its core principles, paying particular attention to the strategic partnership with community members. With such a high rate of staff turnover, Harmon quickly found community support to be invaluable to her work as the project manager. “In terms of sustainability, what’s critically important is keeping your community partners at the table,” she said. As leading officials came and went, community members were a stable voice for GVI.

GVI has been sustained, in part, through Oakland’s partnership committee, which is made up of Oakland police officers (specifically the assistant chief of police, staff, and technical advisors) and community members. Harmon emphasized that such committees play an important role in “keeping your community partners at the table,” while recognizing that “community partners are not always going to be the people who agree with you.” Harmon believes this tension to be productive. “I think that’s really important because we don’t always agree, but . . . it challenges us to do better; it challenges us to really hit the issues head on. A lot of times I think we can think we’re doing an awesome job . . . but I think what our community partners bring to the table is that they constantly challenge us to do better and ensure what we’re

doing is really in the best interest of the community.”

Harmon also works with Oakland Unite, a new office the city created as a collaboration of agencies focused on the people and communities most impacted by violence. Oakland Unite provides funding to community-based organizations and city and county agencies, and helps to coordinate essential community roles such as street outreach work and direct services connected to GVI.

### A. Project Manager Scope of Work

The success of the Group Violence Intervention (GVI) is premised on the full participation of a range of critical partners. These include executive leadership at all partner organizations, who can direct will and resources within their agencies, as well as frontline staff in law enforcement, support and outreach, and community engagement to carry out the day-to-day work of the strategy. In addition, a full-time, local project manager responsible for coordinating GVI on behalf of the city is an essential component of effective and sustainable implementation.

GVI requires many energetic partners, unflagging focus, coordinated actions, and substantial organization and planning. Even when actions are not required, the partnership itself needs care and maintenance. The project manager is primarily responsible for nurturing and maintaining this partnership, coordinating among independent agencies, and otherwise ensuring that the implementation goes smoothly by adding capacity where it is needed and engaging in collaborative problem solving.

Following are the project manager's responsibilities:

- Manage and maintain strong relationships with the diverse stakeholders of GVI, including frontline and executive law enforcement partners, community-based organizations, and social service providers.
- Coordinate the governing board and communicate regular updates on the status of implementation to executive partners.
- Create and manage organizational structure for GVI implementation, including committees, to manage activities of the law enforcement, support and outreach, and community engagement teams.
- Coordinate the day-to-day operations of GVI. Ensure that law enforcement actions are proceeding appropriately, custom notifications are deployed effectively, community supporters are engaged, and services are being delivered.
- Coordinate the strategic operations of GVI. Ensure that systems are in place to sustain GVI over time, such as stable governing boards and committees, regular group audits and shooting reviews, and GVI-aligned community engagement.
- Work with law enforcement and social service partners to ensure that core activities are tracked and documented and that intelligence on group violence is maintained and shared appropriately.
- Engage partners in collaborative problem solving to remove barriers and address challenges that arise during implementation
- Lead professional and administrative work
- Act as liaison to government agencies, funders, and media
- Plan and organize call-ins

## B. Governance Structure



## C. Call-in Checklist

CALL-IN CHECKLIST				
Task	Assigned To	Deadline	Date completed	Notes
Confirm date for call-in				
Confirm date for rehearsal				
Confirm space for call-in (prep room for attendees, room for influentials, room for call-in)				
Confirm space for rehearsal				
Confirm voice of pain for call-in and rehearsal				
Confirm voice of redemption for call-in and rehearsal				
Confirm voice of aspiration for call-in and rehearsal				
Confirm support and outreach speaker for call-in and rehearsal				
Confirm U.S. attorney speaker for call-in and rehearsal				
Confirm state's attorney/district attorney speaker for call-in and rehearsal				
Confirm police dept. speaker(s) for call-in and rehearsal				
Confirm moderator for call-in and rehearsal				
Send full group member list to probation/parole for assessment of supervisory status				
Ask operational personnel guidance on selecting call-in attendees from list				
Finalize list of call-in attendees				
Send list of call-in attendees to probation/parole for notifications				
Deliver probation notifications				

Continued on page 30

**CALL-IN CHECKLIST, Continued**

Task	Assigned To	Deadline	Date completed	Notes
Deliver parole notifications				
Send PowerPoint presentation draft to all speakers for review				
Send talking points draft to all speakers for review				
Send invitations to law enforcement officers to attend as audience members				
Send invitations to community members and officials to attend as audience members				
Confirm final audience list				
Finalize media plan				
Send call-in agenda to all speakers				
Confirm that notifications were received (parole)				
Confirm that notifications were received (probation)				
Arrange food and delivery time				
Assign support roles (security posts, audience check-in, AV coordinator, timekeeping for speakers, food delivery management, timekeeping for speakers, etc.)				
Finalize talking points				
Finalize call-in agenda				
Finalize PowerPoint presentation				
Finalize security plan				

## D. Call-in Notification Letter

Dear [Mr. Doe],

You are asked to attend a meeting on [date] at 6:00 p.m. The meeting will be held at the [location] at [address]. **Please arrive no later than 5:45 p.m. and bring this letter with you.**

During this meeting, which will last for approximately one hour, you will be given information about violence in [city] from community members, law enforcement representatives, and social service providers. This will include information on law enforcement activities in the neighborhoods, opportunities for you to access helpful services, and a message from community members about their vision for a safer city.

Your attendance is mandatory. **Failure to attend this meeting will be considered a failure to report and may result in a violation of your probation or other court conditions.** If you have questions about this letter, please contact your probation officer immediately.

Respectfully,

[Chief of Police]

## E. Sample Call-in Agenda

### Call-in Agenda

[Date]

[Location]

[Address]

6:00 p.m.	Opening	
	- Moderator	(3 min)
6:03 p.m.	Welcome	
	- Mayor	(5 min)
6:08 p.m.	Law enforcement	
	- Police department lead	(7 min)
	- State's attorney/district attorney	(5 min)
	- U.S. Attorney	(5 min)
6:25 p.m.	Transition	
	- Moderator	(3 min)
6:28 p.m.	Support and outreach	
	- Lead agency coordinator	(5 min)
6:33 p.m.	Transition	
	- Moderator	(3 min)
6:36 p.m.	Community voices	
	- Voice of redemption	(7 min)
	- Voice of pain	(7 min)
	- Voice of aspiration	(7 min)
6:57 p.m.	Closing and invitation to break bread	
	- Moderator	(3 min)

## F. Call-in Talking Points

### Sample Call-in Talking Points

#### **Moderator (2 minutes)**

*Prior to the beginning of the call-in*

Set ground rules separately for audience and participants.

- This is not a conversation. It is an opportunity to hear important information. Any of the speakers will be happy to talk with you and answer questions after the meeting is over.
- No distractions.
- Turn off all cell phones; no applause or commentary; use the restroom before entering the room.

For audience only.

- If you must leave the room, do so as quietly and unobtrusively as possible.
- Be aware that you will not be allowed to return to the room if you decide to leave.

#### **Moderator (3 minutes)**

*Once the call-in begins*

Welcome attendees.

- Thank you for attending.
- We are happy that you are here this evening.
- This is an important community meeting.

Introduce yourself and the audience/community.

- Around you are members of the community.
- We all love this city.
- Violence in the community will not be tolerated.

Purpose of the meeting.

- Our community has brought you here today to share very important information about the new way our community is responding to violence.
- We ask you listen carefully and share what you hear today with your friends and associates.

## **Appendix F. Call-in Talking Points, Continued**

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- You are leaders in this community whether you know it or not. We need your help.
- You are valuable members of the community and we need you alive and free
- We need you to help us keep your friends and family alive and free.
- Our community can only progress with everyone alive and out of prison

Quick review of agenda for the evening.

- You are going to hear some very important information from different representatives from our community: law enforcement, service providers, and community members.
- We invite you to join us afterwards for food and drink.
- Thank you for showing respect and listening.

### **Mayor (5 minutes)**

Introduce yourself as the attendees' mayor.

- I love this city.
- I grew up here.
- I am committed to making this city as healthy, safe, and satisfying as possible for all our citizens, and that includes you.
- That means things have to change.
- The violence that has plagued our community must stop.
- Today marks a new day for the way that our city is going to respond to violence.
- We are here today because we all have one thing in common: We will not allow the violence to continue in our community.
- We—your families, your children, your community—need all of you alive, safe, out of prison, and contributing to the health and growth of our city.
- We can't make this city a safe place for all of us and our families without your help. We need you. Please listen carefully to what everyone in your community has to say.

Introduce the next speaker.

*Continued on following page*

**Police Department Representative (7 minutes)**

Introduce yourself and what you do.

- As a law enforcement officer my job—our job—is to keep our community safe. We are very good at our jobs.
- Based on our law enforcement intelligence, we know that violence in this city is driven by street groups. It doesn't matter if you are a gang, a crew, or a posse. It doesn't matter what you call yourselves. We have made it our business to learn about groups causing violence in [city].
- We know who you are, what you get up to, and where you hang out.
- We know which groups you associate with and who you're beefing with.
- We see you on Facebook, Twitter and Instagram.
- Our job is to protect this community, and if you, your friends, or your group are the ones endangering this community, we will do our jobs to prevent you from hurting anyone else.
- We are telling you the rules right now so that you can make an informed decision about how you are going to act. Listen carefully, and share these new rules with your associates.
- The next time someone commits a homicide after this meeting ends today, we—the whole law enforcement partnership—will come after that person's entire group. We will go after the shooter for the homicide, and the entire group for anything illegal that anyone is doing. What does this mean? It means that if one of your friends decides he's going to take out the guy who stepped to his girl, he has now just brought special attention to you and everyone he is associated with.
- We are also going to pay special attention to the most violent group in the city.
- We are going to follow through with delivering the consequences of breaking the law. We know—and you know—that we can't pay special attention to all crimes at all times.
- There is nothing personal about this. You're not hearing this message because we singled you out. You are here as messengers, to tell your associates about the new rules and what you have heard today.

Reiterate the rules.

- The next person who commits a homicide, we will come after that person for the homicide, and everyone else in that group for any and all illegal activity. We are prepared to check licenses, look into child support payments, open old cases, shut off illegal electricity, or bust

you for drugs. The same goes for the most violent group in the city.

- We are not doing this alone. As the Mayor said, we have a partnership that includes ATF, FBI, DEA, the U.S. Attorney's Office, probation, parole, and others.

Go over list of people and their charges, cases, and convictions.

- This is our promise in action. If you or someone in your group commits the first murder after today's meeting, we will come after you the same way that we went after [name of group].
- Up on the wall are pictures of the group that recently committed a homicide. This was [name of group]. You may recognize some of these faces. The shooter was [name]. We ran his name through our systems and identified his associates. As of today, all of his associates have had our attention.

Describe the legal sanctions.

- We know we can't promise to go after every shooting. What we can do is go after the group that decides to break the rule first. What we can also do is give our undivided attention to the most violent group. If their associate had not shot and killed someone, they would not have gotten this attention.
- This is what we mean. This is how things will be from now on.
- We are here to keep our community safe. That means everyone. We all deserve it, and we will do our part.
- These new rules are in effect.
- Please take this information back to the block, back to your friends, because their actions impact you and your actions will impact them.

### **District Attorney (5 minutes)**

Introduce yourself and what you do.

- My job, like [police representative], is to help keep this community safe.

Reiterate the district attorney's commitment and talk about resources dedicated to the effort.

- We will prioritize these cases.

If the district attorney's office took cases in the most recent enforcement action, talk about what it did differently.

- We would normally have given [name of group member] a plea offer.

*Continued on following page*

## **Appendix F. Call-in Talking Points, Continued**

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Because of this partnership and his group's involvement with the first homicide, [group member] was prosecuted to the fullest and received [charges he received].

Only talk about what you can realistically promise to do.

- As you probably know, my office sees a lot of cases. But from now on, if we hear from our partners that you or someone in your group has been involved in the first homicide, or that your group is the most violent in [city], whatever cases you've got will go to the top of our list.
- We will work closely with the police department and our federal prosecutors to make sure that the group that commits the first homicide and the most violent group do not get any breaks in the state system.
- I encourage you to listen to the message that you've heard from the mayor and that you will hear from other members of our community. Take advantage of the help being offered to you today.

### **U.S. Attorney (5 minutes)**

Introduce yourself and what you do.

- There is nothing personal about what I do as a federal prosecutor or what I am about to say to you.
- I want you to listen carefully to me and to share what I tell you with your associates, so that today is the first and last time that I see any of you.
- I'm here because the U.S. Attorney has committed to working with this partnership to enforce the new rules that [police representative] described. I am meeting regularly with all our law enforcement partners, and if you or one of your associates commits the first homicide after today, or your group becomes the most violent group, you will be on my radar. Shootings and homicides will get special attention from our office, and we have tools beyond what the district attorney has.
- You don't want your case to go federal.

Explain the federal system, the harsher statutes, how you will prioritize these cases, and how it will be harder on them.

- In circumstances where we wouldn't normally take a case, now we will.
- We have more resources for investigation.
- There will be no bond.
- The penalties are harsher. You'll do 80 percent of your time.
- You can go to federal prison anywhere in the United States, far away from

*Continued on following page*

your friends and family.

Use a recent and memorable case as an example, if possible.

- Up on the wall are pictures of the group that we deemed to be the most violent group in [city] last year. You will see some familiar faces.
- Here are the individual members of the group, the charges they face, and the sentences some of them have already received.
- If this group had not been the most violent group in [city], they would not have gotten this attention.
- This is how things will be from now on.

**Moderator (3 minutes)**

Recap the new rules.

- The first group to commit a homicide, law enforcement will go after his or her entire group for all illegal activity.
- The most violent group in [city] will receive the same special attention from law enforcement.
- This is not a negotiation. The violence must end. As you heard from the speakers, we will stop you if you make us. But we would rather help you, if you'll let us.

Introduce service representative.

**Support and Outreach Representative (5 minutes)**

Introduce yourself and what you do in very plain language—no jargon.

- I've lived and worked in this city for many years, and I have felt the effects of gun violence as strongly as anyone.
- We are all here because no one thinks arresting everyone is the answer. We are all standing together to make a new way.
- Our community has come together to prioritize you and your friends. I know that many of you have probably tried to get help before. You have been failed before. Maybe some of have asked for help before and no one showed up for you. Maybe you had to call multiple numbers to get someone to pick up the phone. It was probably hard, and frustrating, and people might have given you the run around or never gotten back to you. I'm sorry if that has been your experience, and I'm here today telling you that that won't be your experience this time.
- I'm going to give all of you one phone number. You can call that number any

*Continued on following page*

time, day or night, and I will answer it myself. You and I will talk and figure it out from there. If you take one step forward I will take two towards you. If you decide this is right for you I will be there for you the entire way.

- We have pulled together resources from all over the community to make you and your friends a priority. If you are trying to find a job, we will work with you to make a resume, practice for job interviews, or get an internship. If you just want to talk to someone, or just need advice and support about what's going on in your life, I will meet you somewhere and we can talk.
- This goes for all of you, no matter what else is going on in your life. If you ask us for help, we will do everything we can to help you. We want all of you alive, out of prison, and able to make the life that you want for yourself.

Hand out a leave-behind card with a single phone number on it.

### **Voice of Redemption (7 minutes)**

Introduce yourself, share your story, and let each person take from your story what will help them. Remember that you are the person at the call in who can speak most credibly to their experience—they will listen to you because you shared their experience. Be real with them, use their language, and be as truthful as you can.

- I was a group member/I lived the street life.
- There's no justification. It was wrong.
- I went to prison. Here's what it was like.

Challenge the glamor of the streets or the street code. Consider these questions in sharing your experience:

- When bad things went down, were your boys there for you? Did they visit you while you were incarcerated?
- Some believe going to prison or jail is a badge of honor. Was that your experience?
- Some say "I'm not afraid of death or the cops," "I'll do my time standing on my head," "disrespect must be met with violence." Was that your experience?
- What are the things that made you decide enough was enough?
- What are you doing now that you are out. What is your life like now?
  - I no longer have to be afraid of the cops.
  - I make honest money.
  - I'm a role model for my family.

Tell them they can make changes in their lives if they want to. It won't be easy, but they can do it.

*Continued on following page*

**Voice of Pain (7 minutes)**

Introduce yourself. Share that violence destroys communities and families. Tell the story of what happened to your loved one and share with them the anger, pain, and hurt you felt the moment you lost your loved one. Share with them the moments you will never be able to share with them again, the moments that were stolen from you because of the violence. Share that no one should have to tell your story.

**Voice of Aspiration (7 minutes)**

Introduce yourself and what you do. Explain your role in the community and why you are here tonight. Explain the impact you have seen violence have on the community: hospitals, funerals, etc.

- Your acts of violence inflict immeasurable harm on the community. Your absence from our lives, because you are dead or in prison, hurts us and hurts your family. We need you alive and out of prison.
- You can be a part of rebuilding the community and your own life.
- Our community needs you.
- Our community stands as one against violence. We will not tolerate the violence. We invite you to rebuild the community with us.

**Moderator: Closing (3 minutes)**

Re-emphasize the messages.

- We all love this community and that means we love you. We want to help you, your friends and your loved ones if you let us.
- Our community will no longer tolerate the violence. We are working together to end it and rebuild this community.
- The next person to commit a homicide, our law enforcement partnership will come after that person's entire group.
- The law enforcement partnership will also focus on the most violent group.
- We will help anyone who sincerely wants help. Call the number, and we will answer the phone anytime, day or night.
- You have been given this information so that you can make an informed decision about your actions and role in our community.
- We need you.
- We have ordered food and hope you will stay and break bread with us. Let's be honest, it will be awkward, but it is a first step. We are here to answer any questions you may have.

## G. Implementation Review: GVI

Date:

		Yes	No	Notes
<b>Governance Structure</b>	<b>Governance committee formed including all key stakeholders</b>			
	The committee includes:			
	Mayor			
	District attorney			
	U.S. Attorney			
	Community leader			
	Support and Outreach agency head			
	Other			
	Partners engaged in regular meetings			
	Committee views itself as responsible for holding initiative and project manager accountable			
	Full time, dedicated project manager in place to coordinate all components of the strategy			
	Project manager communicates regularly with all subgroups			
	Project manager has access to shooting/homicide data in real time			
	Project manager has access to all executive stakeholders as needed for collaborative problem solving			
	Is the government committee effective?			Explain
	3 MONTH GOALS			
6 MONTH GOALS				
9 MONTH GOALS				

## End Notes

<sup>1</sup> National Academies of Sciences, Engineering, and Medicine, 2017, *Proactive Policing: Effects on Crime and Communities*, Washington, D.C.: The National Academies Press, doi:10.17226/24928; Anthony A. Braga and David L. Weisburd, 2012, *The Effects of “Pulling Levers” Focused Deterrence Strategies on Crime*, Campbell Systematic Reviews, doi:10.4073/csr.2012.6; Thomas Abt and Christopher Winship, 2016, *What Works in Reducing Community Violence*, Washington, D.C.: United States Agency for International Development; David Weisburd, D. Farrington, and Charlotte Gill (Eds.), 2016, *What Works in Crime Prevention and Rehabilitation: Lessons from Systematic Reviews*, New York: Springer-Verlag.

<sup>2</sup> National Network for Safe Communities, 2015, *Group Violence Intervention: An Implementation Guide* Washington, D.C.: Office of Community Oriented Policing Services.

<sup>3</sup> Braga and Weisburd, *The Effects of “Pulling Levers.”*

<sup>4</sup> NNSC, *Group Violence Intervention*, 21–38.

<sup>5</sup> NNSC, *Group Violence Intervention*, 89.

<sup>6</sup> NNSC, *Group Violence Intervention*, 78–80.

<sup>7</sup> National Network for Safe Communities, 2013, *Implementing Support and Outreach in Community Violence Prevention*, manuscript.

<sup>8</sup> Rev. Kenneth Edward Copeland, 2010, *Engaging the Community Moral Voice*, manuscript.

<sup>9</sup> NNSC, *Group Violence Intervention*, 44.

<sup>10</sup> Copeland.

<sup>11</sup> Copeland.

<sup>12</sup> NNSC, *Group Violence Intervention*, 52.

<sup>13</sup> NNSC, *Group Violence Intervention*, 11.

<sup>14</sup> NNSC, *Group Violence Intervention*, 41.

<sup>15</sup> NNSC, *Group Violence Intervention*, 62.

<sup>16</sup> NNSC, *Group Violence Intervention*, 69.

<sup>17</sup> NNSC, *Group Violence Intervention*, 75.

<sup>18</sup> NNSC, *Group Violence Intervention*, 72.

<sup>19</sup> David M. Kennedy and Michael A. Friedrich, 2014, *Custom Notifications: Individualized Communication in the Group Violence Intervention*, Washington, D.C.: Office of Community Oriented Policing Services.

<sup>20</sup> NNSC, *Custom Notifications*, 25.

<sup>21</sup> NNSC, *Group Violence Intervention*, 87.

<sup>22</sup> NNSC, *Group Violence Intervention*, 88.

<sup>23</sup> Anthony A. Braga, David M. Hureau, and Leigh S. Grossman, 2014, *Managing the Group Violence Intervention: Using Shooting Scorecards to Track Group Violence Intervention*, Washington, D.C.: Office of Community Oriented Policing Services.

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