Phase I. Evaluability Assessment and Process Evaluation of the Community Crisis Intervention Program

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Project Background

Despite falling rates of violent crime in many American cities over recent years, Philadelphia has experienced the opposite trend, with the number of gun-related shootings and deaths rising since 2015. Nearly 500 individuals lost their lives to gun violence in the city in 2020, both a 40% increase from 2019 and the highest annual number of firearm homicides since 1990 (Philadelphia Police Department, n.d.). Through August 8, 2022, the city had already reported 337 homicides, a 4% increase from the number reported through the same date in 2021 and reflecting the recent and historically high number of shooting victims in Philadelphia as compared with the last decade of violence in the city (Exhibit 1).

Exhibit 1. Homicide Victims to Date Compared With Previous Years

YEAR-TO-DATE	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012	2011	2010	2009	2008	2007
Aug 8, 2022 *As of 11:59 pm**	337 ▲ 4%	324	259	197	189	195	170	161	147	151	213	196	190	180	193	250

Note. From "Crime Maps & Stats," Philadelphia Police Department, n.d. Retrieved August 8, 2022, from https://www.phillypolice.com/crime-maps-stats/

Besides the human toll for victims and their families, gun violence in Philadelphia and elsewhere increases health care costs, decreases property values, and disrupts social services (World Health Organization, 2014). Recognizing the need to reverse the trend of increasing homicide and shooting rates, Philadelphia developed a strategic plan in 2018 to reduce gun violence, setting goals of reducing yearly homicides by 30% (from a baseline of 351 homicides in 2018) and shootings by 25% (from a baseline of 1,403 shootings in 2018) by the end of 2024. A key strategy in this plan is investment in the Community Crisis Intervention Program (CCIP), a strategy implemented by the Philadelphia Anti-Drug Anti-Violence Network (PAAN) which deploys credible messengers as outreach workers to combat violence by intervening where the violence is most prevalent. CCIP workers seek to foster meaningful relationships with citizens at the highest risk for violence, provide individuals involved in criminal activities with positive alternatives, and respond to neighborhood crises with mediation and resources.

The City of Philadelphia, through the Office of Violence Prevention (OVP), selected the American Institutes for Research (AIR) as the independent evaluator of CCIP. Evaluation results will help determine future scale-up plans for the program and support Philadelphia's strategic goal to reduce shootings and gun-related homicides in the city by 2024.

For the evaluation, AIR will complete the following objectives:

Phase I Objectives

Objective 1: Complete an evaluability assessment of CCIP to determine which outcome/impact evaluation model may be best suited for the program.

Objective 2: Conduct a process evaluation of CCIP to explore how the program is operated on the streets.

Objective 3: If feasible, create an outcome/impact evaluation design for CIP based on findings of the evaluability assessment and process evaluation.

Phase II Objectives

Objective 4: If feasible, conduct an outcome/impact evaluation of CCIP to explore how CCIP is affecting gun violence and inform the city's decisions on next steps for the program.

This document presents results from the evaluability assessment (Objective 1) and process evaluation (Objective 2), followed by recommendations for conducting an outcome/impact evaluation of CCIP (Objective 3). A separate Outcome Evaluation Plan has been submitted to the OVP based on the recommendations in this report.

Purpose of the Evaluability Assessment and Key Questions

The evaluability assessment provides information on whether or not PAAN and CCIP have the necessary capacity to participate in an outcome evaluation, and what outcome designs are most feasible given the intervention and organization's readiness for evaluation. Conducting an evaluability assessment in advance of an outcome study minimizes the risk of producing unreliable or limited results if the intervention is not ready for an outcome study, wasting precious financial resources in the process. In partnership with PAAN, and with insights from OVP, AIR developed an evaluability assessment process to help determine PAAN's and CCIP's readiness to participate in a formal evaluation, which types of research designs can be supported, and what technical assistance might be required to support PAAN through the research process given the organization's readiness level and OVP's goals and resources.

The evaluability assessment design used a four-tiered approach to determine PAAN's and CCIP's readiness for an outcome evaluation: (1) *needs assessment, (2) monitoring and accountability, (3) implementation,* and *(4) achieving outcomes* (Exhibit 2).

Exhibit 2. Questions Guiding the Four-Tiered Evaluability Assessment Framework

Tiers	Evaluability Assessment Question
Tier 1: Needs Assessment	• Is there a clear understanding of the change or outcomes CCIP is trying to produce? • Are there realistic and measurable goals and objectives tied to improving outcomes? • What are the skill levels of staff? Are staff ready to use the program model? • Are the right neighborhoods/individuals (risk levels) being targeted for CCIP support?
Tier 2: Monitoring and Accountability	• What is the capacity for collecting and managing evaluation data? • How do PAAN and OVP monitor and support the collection of data? • How are data shared with others to understand how CCIP is progressing and what outcomes are occurring?
Tier 3: Implementation	• What processes are in place to monitor implementation quality and fidelity? • What staff training is in place for the CCIP and/or Cure Violence models? • Do staff have training in violence prevention best practices, supported by evidence?
Tier 4: Achieving Outcomes	• Have short-term and long-term goals from using CCIP been identified? • What would indicate success reaching these goals? • How are youth, family, and external stakeholders involved in identifying outcomes?

Data Collection Process

PAAN leadership met with AIR to discuss the best means for organizing data collection within the agency. OVP provided coordination support for AIR to meet with other city stakeholders, including the Philadelphia Police Department (PPD). Both OVP and PAAN provided access to key documents and materials relevant to the assessment. Data collection methods involved interviews and focus groups with PAAN and CCIP staff, PAAN board members, the Philadelphia Police Department, and individuals coordinating or evaluating other OVP-funded, complementary gun violence prevention initiatives in the city. Shift ride alongs involved the researchers joining CCIP day and night teams (separately) to observe a typical shift in the community. Administrative information for the ESRI's Survey123 app used by CCIP Advocates came from the Delaware Valley Intelligence Center (DVIC). Documents and materials on CCIP processes, PAAN policies, OVP requirements for CCIP, and Philadelphia Police practices related to CCIP's work were retrieved directly from PAAN and OVP and through public sources (e.g., websites, journal articles, reports). Most interviews were performed remotely by phone or Zoom conferencing, with some taking place in person at PAAN headquarters, and all information from these sessions was stored within a secure online database. Focus groups and observations were performed in person at PAAN offices or in PAAN vehicles. Interview questions were reviewed by OVP in advance, with feedback incorporated. In addition, the AIR Institutional Review Board (IRB) reviewed and approved all instruments and protocols before

data collection began. An overview of data collection methods, sources, and timeline is shown in Exhibit 3.

Exhibit 3. Data Collection Methods, Sources, and Description

Methods (#)	Sources	Descriptions
App Review	DVIC	Overview of ESRI's Survey123 mobile app used by CCIP Advocates to document field activities
Document Review	PAAN OVP/MDO PPD Web-based research	Ten different monthly reports or service logs from PAAN and CCIP over a 12-month period (120 reports/service logs); Cure Violence training materials (11 documents, including attendance logs); CCIP professional development schedule and community engagement training; weekly service report examples; referral form examples; handouts used while canvassing; CCIP grant requirements and PAAN proposal for CCIP; PPD Operation PinPoint locations used to help CCIP target outreach areas; city strategic plan to reduce violence; past evaluations of violence prevention and reduction programs in the city, including the Youth Violence Reduction Program (YVRP) that preceded CCIP.
Focus Group (3 groups; 29 people)	CCIP Advocates	90-minute sessions to explore: • A "typical day/night" in the life of an Advocate—what CCIP looks like from their point of view • The extent to which Advocates feel prepared to do the work that CCIP requires of them • Organizational supports for the Advocates, including training, supervision, and self-care resources • Barriers in implementing CCIP (within PAAN as well as within the community and with partners), ideas for improvement, and examples of current success
Interviews (25)	CCIP Senior Advocates PAAN Program Directors PAAN Executive Director PAAN Operations Director PAAN Executive Assistant and Fleet Manager PAAN Board Members (3) UAC Leadership (1)	Interview questions were tailored to each stakeholder's position relative to CCIP and organizational context and included the following topics: • From your experience, what are the root causes behind the gun violence that CCIP tries to prevent? • From your perspective, how does CCIP facilitate the prevention of gun violence? Do all Advocates use the same approach? Where does CCIP operate? What are CCIP's hours/days of operation? • In your experience, what are the barriers that CCIP faces when trying to intervene to prevent gun violence? • Is there a way for staff to share their ideas or feedback with management on how CCIP is working and ideas for improvement? • How does CCIP keep track of daily program activities? Does CCIP collect information on individual people they help in the community or services received? What outcomes are measured? How are results used to review or improve program practices?

Methods (#)	Sources	Descriptions
	PPD Captains (8) PPD Deputy Commissioner (1) GVI Coordinator (OVP) GVI Evaluator (UPenn) VPP Coordinator (OVP)	• What kind of organizational support is available from PAAN to CCIP Advocates to help them perform their job duties? What kind of training does CCIP provide for its Advocates? How do staff receive feedback on their work? • In your experience, in what ways are the local neighborhood or other community stakeholders involved in CCIP? Is CCIP well known as a program? Is PAAN well known as an organization? • In your view, what does CCIP do to be seen as credible by those you are trying to reach with your program? • In your view, in what ways does CCIP depend on program partners to achieve CCIP's goals? Are other organizations doing the same work as CCIP in the same areas? Is there follow-up by CCIP after making a referral to a partner organization? Is there a case management aspect to CCIP? • In what ways does the relationship between CCIP and police work well, and where is the relationship difficult or counterproductive? • What has been your experience trying to implement CCIP during the COVID-19 pandemic? • From your perspective to what extent has CCIP been impacted by the increased attention to racial equity reform in policing practices? • Is there anything else you want to share about your experience with CCIP?
Shift Ride Along (2)	Day Shift (Th. 1:30–3:30 pm) Night Shift (Fri. 7:00–9:00 pm)	The shift ride alongs included 1) observations of house visits to follow up or make first contact with individuals who had a victimization connection to a recent shooting, 2) canvassing neighborhoods where a shooting had recently occurred to distribute literature on PAAN resources, and 3) conversations with the two-person advocate teams as they explained their process, how they work as a team, their history with CCIP, and examples of situations that exemplify the work they do.

Evaluability Results

The evaluability results are derived from an analysis of information collected from interviews, focus groups, ride alongs, administrative data, and documents; the results are aggregated and summarized according to evaluability readiness (Table 2). We also present detailed results for each evaluability assessment question within each of the five tiers, beginning with key assets that are strengths anchoring CCIP within the PAAN setting (Exhibit 4).

Exhibit 4. Evaluability Results – Key Assets

Tier 1 Needs Assessment	Tier 2 Monitoring & Accountability	Tier 3 Implementation	Tier 4 Achieving Outcomes
Key Evaluability Assets			

Tier 1: Needs Assessment

- There is an understanding among staff that preventing future gun violence is the ultimate goal of CCIP.
- Staff understand there are a variety of intermediate outcomes that impact CCIP's ability to prevent gun violence (e.g., employment stability, poverty, addressing trauma).
- CCIP employs management staff who have extensive experience in the program model and crisis intervention more generally, and most management and direct service staff (i.e., Advocates) are from, or very familiar with, the neighborhoods CCIP serves.

Tier 2: Monitoring and Accountability

- Management staff recognize the importance and necessity of collecting timely, accurate, and comprehensive information on CCIP activities and outcomes.
- There is a mobile application used by the Advocates to document the work they do in the community.
- Daily, shift coordinators conduct safety checks in the field, monitor the travel routes and locations of advocate teams using GPS tracking tools, and prepare weekly activity reports for submission to leadership.
- There are briefings convened before each shift to share information from the preceding shift(s), share location information on the most recent shootings (i.e., hit lists), and provide follow-up and status updates on pending issues, such as referrals and planning community events.
- PAAN submits weekly activity reports to OVP, and PAAN department heads submit monthly reports to the PAAN Executive Director for submission to funders who support PAAN's programming, including CCIP.
- OVP visits PAAN regularly to provide oversight from the city's perspective

Tier 3: Implementation

- New staff receive hands-on training in the field under the guidance of Senior Advocates.
- New staff receive operational supplies (e.g., uniform, phone, business cards) and a policy orientation (e.g., use of vehicles, office procedures) during their first week of employment.
- PAAN provides a variety of training to staff, including a session from the technical assistance arm of the Cure Violence organization from Chicago to share their model and experiences. PAAN has provided staff with access to experts in self-care strategies to deal with secondary trauma and potential burnout.
- Shift coordinators conduct daily safety checks in the field, monitor the travel routes and locations of advocate teams using GPS tracking tools, and prepare weekly activity reports.
- Referral forms are used to connect young people identified by Advocates with services offered by other PAAN departments (e.g., Human Services) or through partner agencies.
- CCIP Advocates are asked for ideas on planning events for particular communities, such as a coat drive, since the Advocates are best positioned to know what each community might need.
- The PAAN Executive Director has an open-door policy that allows staff to share feedback on CCIP.

Tier 4: Achieving Outcomes

- There are operational documents that identify a range of intermediate and long-term outcomes from CCIP. There is a desire and willingness to use data to measure outcomes and understand CCIP's effectiveness.

The evaluability assessment also revealed key challenges that limit the ability to accurately evaluate the effectiveness of CCIP (Exhibit 5).

Exhibit 5. Evaluability Results – Key Challenges

Tier 1 Needs Assessment	Tier 2 Monitoring & Accountability	Tier 3 Implementation	Tier 4 Achieving Outcomes
Key Evaluability Challenges			

Tier 1: Needs Assessment

- Staff are reportedly "not all on the same page" and may not have a clear understanding of CCIP's purpose.
- There seems to be a divide between generations of workers at PAAN or those with more or less recent experience with violence/justice involvement. This divide seems to affect the approach that different staff take to their work in the community and what they believe is needed to work effectively in the community.
- CCIP works in virtually every police district in the city, and the scope appears to be overwhelming and a bit unmanageable—especially given that CCIP is short of staff and many staff are new.
- Some staff expressed the belief that the mandate CCIP has to reduce violence is unrealistic.

Tier 2: Monitoring and Accountability

- There are a variety of methods for monitoring and documenting CCIP's activities, and some staff feel overwhelmed by the need to keep track of everything they do, while others feel disrespected by having to report on what they "know they already did."
- There is no program director for CCIP, so there is no single point of contact to manage the program, provide feedback or training to staff, or assess progress toward program goals or objectives.
- There is no indication that any of the information collected through the different monitoring tools and other forms is analyzed, shared back with staff, or used to recognize high performance, measure progress toward goals, or provide insights for needed program improvements.
- There is some tension between supervisory staff and those they manage, and between day and night shifts.

Tier 3: Implementation

- There is some sense from Advocates that the coordinators do not understand the work of the Advocates because they are not "on the street" and spend most of their time in the office.
- The Advocates appear to determine their own approach without any strict adherence to any "program model" or implementation plan determined in advance. They feel this discretion is important for their success.
- While staff reported on a variety of different types of trainings, very few of these involved training in violence prevention best practices, crisis intervention, or violence interruption.
- Some long-time PAAN staff lamented the lack of consistent and high-quality training offered to staff, and cited the lack of training, as well as poor supervision, as reasons why staff are not all "on the same page."
- Staff believe that CCIP is understaffed, and while employing returning citizens was seen as a positive practice in theory, it was felt that PAAN does not provide these staff with the support they need to perform.
- Staff lamented a lack of resources available for them to quickly provide resources to people they meet. Past financial accountability issues among previous staff were offered as a reason for "more bureaucracy" , meaning rules that slow down access needed resources.
- Staff feel they are underpaid, with many describing taking additional jobs to make ends meet, despite working full time at CCIP.
- Many staff and external stakeholders expressed frustration at the lack of collaboration and coordination across the many groups in the city that provide resources to the communities where CCIP is working.
- There was some indication that PAAN staff do not have the adequate cultural diversity to address Latino, Asian, and White communities experiencing violence within the city.

Tier 1 Needs Assessment	Tier 2 Monitoring & Accountability	Tier 3 Implementation	Tier 4 Achieving Outcomes
Key Evaluability Challenges			

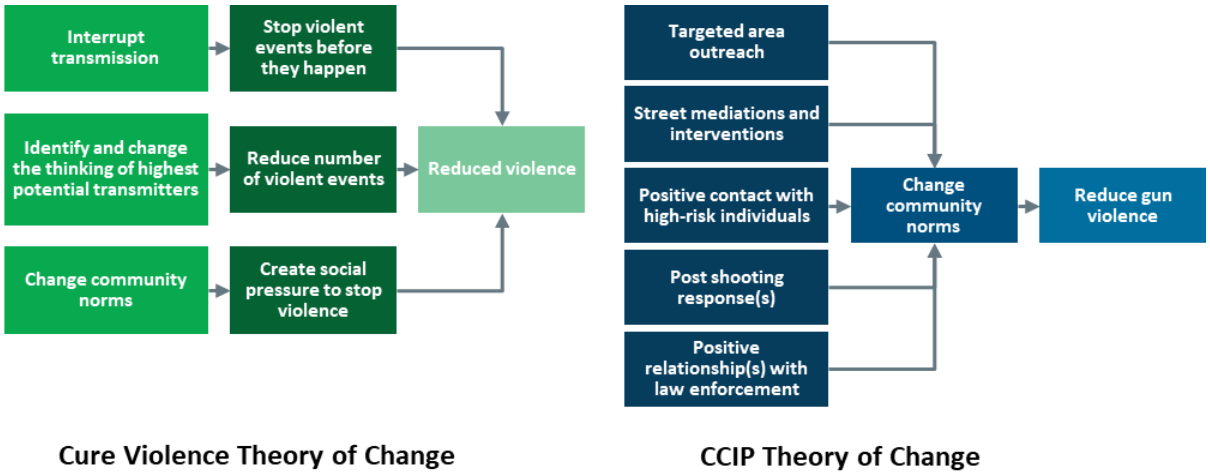
Tier 4: Achieving Outcomes

- While staff are aware of canvassing quotas and referral counts they are expected to reach on a daily or weekly basis, there is no clear sense of short- and long-term goals for CCIP or staff performance.
- While program documents show clear expected outcomes, there is no consistency among staff and other CCIP partners in describing what success looks like, apart from a general belief/hope that what they are doing is making some sort of positive difference in preventing gun violence.
- No staff mentioned the *RoadMap to Safer Communities*, and only a few mentioned PPD's Operation PinPoint. The Group Violence Intervention program was mentioned by just one person as a program that was similar to CCIP. Staff indicated that "no one else in the city does the work that we do."
- Several staff brought up the Youth Violence Reduction Partnership (YVRP), which formerly ran through PAAN, and which had a case management component that CCIP lacks—a component that some staff thought would be useful in CCIP.

Process Evaluation Results

Implementation Practices : CCIP is often compared with the Cure Violence gun violence intervention because both approaches use "credible messengers" to engage individuals who live in areas impacted by high rates of gun violence with messages of hope and help. However, where Cure Violence uses a narrower approach that focuses on direct intervention with the individuals who are committing violence, CCIP uses a broader approach that focuses on changing community norms, while working with individuals who are victims, bystanders, or those at risk for or involved in violent conflicts (Exhibit 6).

Exhibit 6. Cure Violence and CCIP Program Models



Note. From CCIP strategy document submitted by PAAN to OVP, June 2021.

CCIP's stated program model includes five key tasks. Data collected through the process evaluation indicate that tasks vary by team and by shift, and some tasks do not appear to be common in practice (Exhibit 7). Text is colored (black, blue, and red) to align CCIP strategies in theory with CCIP practices, as made evident through the evaluation process.

Exhibit 7. Alignment Between CCIP Strategy and CCIP Practice – Evaluation Results

CCIP Strategy	CCIP Practice According to Evaluation Data
Targeted area outreach efforts:	
• Canvassing areas impacted by recent violence	• Canvassing is the most common practice used across all CCIP teams
• Engaging residents impacted by recent violence	• Engaging residents is a common practice across all CCIP teams
• Participating in community events in areas impacted by recent violence	• Attending community events is a common practice for some CCIP teams but uncommon for other teams. Community events are rarely organized by CCIP or PAAN, and typically are events that CCIP staff attend as individuals
• Safe spaces established within the targeted area	• Establishing safe spaces was not evident
• Key community stakeholders identified and utilized in targeted area	• Utilizing or identifying community stakeholders was not evident; a lack of reliable community stakeholders was evident
Street mediations and violence interventions:	
• Individual	There was some evidence through data from the documents, interviews, and focus groups that street mediations and violence interventions occur with individuals, but these encounters are probably better described as outreach conversations to share information about CCIP services. Many staff who knew about the YVRP program suggested a return to using a case management approach, where individual relationships and individual development outcomes are a stronger focus.
• Group/gang • Hospital	There was very little evidence through data from the documents, interviews, and focus groups that street mediations and violence interventions occur with gangs or groups, or at the hospital. Hospital access has been limited due to pandemic-related restrictions. There is some evidence of asking groups or individuals to "cool down," but more evidence to suggest that this is not a common practice. There was some evidence to suggest that mediations are uncommon due to the lack of safety equipment for CCIP staff; the volatility of would-be shooters, who may not want to hear from "an old head"; and the rarity among staff of the skills/temperament needed to perform a successful mediation.

CCIP Strategy	CCIP Practice According to Evaluation Data
Contact with high-risk individuals (identified by law enforcement partners) • Rapport building/mentorship • Employment/ training opportunities • Connection resources • Collateral contacts • Referrals/case management	There was very little evidence through data from the documents, interviews, and focus groups that law enforcement is identifying high-risk individuals to be contacted by CCIP staff for mentoring or services. More commonly, CCIP receives information about victims and family members of victims, to whom support is then provided. Referrals are made for services within and outside of PAAN, but there is no case management function within CCIP. While there are case managers within the Human Services Department at PAAN and referral information is available to CCIP staff , CCIP staff reported that they do not routinely know what happens to the referrals they submit. Some CCIP staff lamented that it often takes as long as 2 weeks for individuals to hear back from the other departments at PAAN or from organizations external to PAAN (e.g., housing assistance). The Executive Director indicates that recent improvements have been made in this area in response to staff concerns and referrals should be addressed within 72 hours of receipt.
Post shooting response(s) in targeted area • Street-level intelligence gathering	Street-level intelligence gathering that aids police investigations was discussed as a negative aspect of what CCIP Advocates are sometimes asked to do. Staff appeared reluctant to perform this aspect of their job, fearing it could erode trust in the community and place Advocates and their families in danger.
• Community vigils • Community rallies • Peace and faith marches	Beyond the targeted outreach in areas recently affected by violence (Task 1) and participation in community events (Task 2), there was not much evidence that CCIP staff are attending marches, vigils, or rallies on behalf of the program (vs. personally).
• Public messaging campaigns (You Shoot Now What)	Outside of being present at community events, there was no evidence of CCIP being involved in public messaging campaigns, and many staff including directors and those in administrative positions showed disappointment that CCIP and PAAN are not well known or do not have a high profile in the city more generally. The handouts that advocates use and the handouts at PAAN/CCIP offices do not include materials from the You Shoot Now What public messaging campaign described in the CCIP strategy document.
Positive contact/relationships with Law enforcement • Interactions with law enforcement	CCIP Advocates operate using daily shooting reports supplied by police through OVP, but they do not want to be seen with police in the community unless it is at a community event where many different groups and people are gathered. Most Advocates do not coordinate their work in any meaningful way with police.

Management Practices: There is no director or single point of authority overseeing CCIP, other than PAAN's Executive Director, who oversees every aspect of the organization**.** The reasons given by staff for why there is variation in implementation practices, and quality of work, all lead back to the lack of a program director. Staff described a lack of strong supervision practices, no clear chain of command, and perceptions of unequal work done by different shifts due to the time of day/day of the week (when staff may be more or less likely to be in harm's way, feel unsafe, or experience a higher degree of secondary trauma and burnout). The open-door policy to the Executive Director (inherited from the previous director) was mentioned by staff across the agency as a practice that can lead to staff undermining a supervisor's authority. The Executive Director has discussed this issue with staff and knows they have this concern.

Staff Development and Support: There is concern that some employees who are also returning citizens do not have the workplace skills to perform in an accountable manner, including basic duties such as coming to work on time, despite receiving a training to help them adjust to workplace culture and perform up to expectations. Relatedly, there is no clear and consistent training or professional development structure within CCIP. The training that Cure Violence provided to staff was only mentioned by a handful of staff, and these staff did not see this as a training; they saw it as an opportunity to hear about how "people in Chicago deal with gun violence," adding that Chicago's situation is very different than what is happening (i.e., causing violence) in Philadelphia. A recurring theme from staff is a sense that management does not "appreciate" the work they are doing, and they cite low pay and lack of recognition as evidence of this disconnect with management.

External Factors Affecting CCIP Performance: The evaluation did not have access to information on the amount of time that elapses between when a referral is made and when a referral is completed, but staff reported lengthy waits for youth referrals to produce needed money, jobs, transportation, or housing. Delays in the referral process have anecdotally resulted in youth "heating up again" and in some cases youth becoming homicide victims themselves. Some partners to PAAN were described as unreliable and difficult for community members to access, hear back from, or receive services from in a timely manner. This complaint was also evident during the ride alongs when community members approached PAAN staff asking for help, describing their failed attempts to receive help from other organizations to address a variety of needs they presented, from housing to healthcare. Many staff as well as police personnel CCIP and PAAN expressed a sense that there are too many contributing factors driving violence, that are out of their hands (e.g., influx of guns, social media "beefs"). Across the board, from all individuals who shared insights through this evaluation, people expressed feelings of exhaustion and exasperation, saying that strategies that once worked to reach youth at risk for violence are no longer effective and that the ease with which anyone at any age can get a gun makes this work more difficult than ever.

Conclusion

Despite inconsistencies in CCIP's implementation processes and the lack of a strong infrastructure to support consistent implementation, the evaluability assessment results indicate that CCIP is ready for an outcome evaluation that measures outputs in the short term, such as number and type of referrals made and completed; and mid-term outcomes to measure what happens as a result of the referral (e.g., enrollment in a job program, trauma counseling, relocation, optimistic attitudes and beliefs). Measuring the short- and mid-term outcomes from CCIP's current approach can be used to strengthen the program model by pointing to key areas of success that can be expanded through more consistent implementation practices. This would be a more data-driven approach to improving implementation than forcing compliance to a model based on an untested theory of change. CCIP and PAAN generate a great deal of information through various types of reporting, including a field-ready app to collect real-time data, but most of their documentation efforts are paper-based and not conducive to learning internally or sharing externally. However, if streamlined and automated these reporting processes can easily support an evaluation process to measure outcomes from the program. There is also a sincere willingness to learn and understand where CCIP is working well and where it needs improvement. PAAN has been eager, transparent, professional, and accommodating throughout the evaluation process, and the organization would be a reliable and helpful evaluation partner in a study of CCIP's outcomes.

On the other hand, an impact evaluation that measures long-term change, be it violence reduction or other long-term outcomes, is not recommended for CCIP at this time, because 1) implementation practices are too inconsistent to know what activities are related to what impacts, and 2) the most common practices in use by CCIP do not provide staff with a means to work with individuals through the referral process and support whatever needs they have that will reduce future risk for violence in the future—where impact is measured at both the individual and community levels of analysis. An impact study of CCIP as it operates today would not produce results that accurately measure the program's influence on violence prevention and victimization outcomes.

Recommendations

Based on the results from the evaluability assessment and process evaluation, the following recommendations are offered for consideration.

Recommendation 1: Implement a retrospective outcome evaluation that examines outcomes from CCIP's last 12 months of individual referrals, from June 1, 2021, through May 30, 2022. The outcome evaluation would assess the quality and expediency of the referral process itself, the recipient's experience with the referral process and how it has impacted their well-being (including norms of violence or actual engagement in violence), and the extent to which different parts of the city or different populations experience differential outcomes due to cultural, linguistic, or other barriers to service.

Recommendation 2: Use results from the outcome evaluation to fine-tune the CCIP theory of change and develop a staff training, implementation, and continuous quality improvement process that truly reflects this theory of change. Once this theory of change and implementation process is in place, an impact study can be reconsidered.

Recommendation 3: Produce a community crisis needs gap and cost analysis that allows PAAN and OVP to determine the nature, scope, and dollar amount of resources/services requested and provided through referrals to individuals over the 12-month period, and how well the resources provided match the level of need in referral requests.

Recommendation 4: Strengthen CCIP capacity to use the large amount of data it collects by identifying ways to streamline, coordinate, and automate the process for documenting, tracking, analyzing, and reporting on CCIP program processes and outcomes, including referrals to other PAAN programs and departments. These improvements will lead to more useful and accurate reports to OVP and outward-facing stakeholders, while producing digestible information internally at shift meetings and other staff gatherings to acknowledge the work staff do, identify areas of innovation, and seize opportunities for learning and improvement.

Recommendation 5: Consider a structural change to how CCIP is organized, by identifying a person to serve as program director, and making that role responsible for 1) staff hiring, training, development, and retention, 2) implementation quality, and 3) using data and information to report out on CCIP operations and what outcomes CCIP is producing. PAAN not having autonomy as its own 501(c)(3) potentially limits the ability to create this type of sustainable management structure for CCIP, so a broader organizational assessment might be needed to determine the best way to proceed on this front.

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