Evaluation of the City of Philadelphia Community Expansion Grant (CEG) Antiviolence Initiative

Year 1 (2022-2023)

Submitted May 31, 2023

EQUAL MEASURE

RESEARCH FOR ACTION

EVIDENT CHANGE

CITIES UNITED

EXECUTIVE SUMMARY

This comprehensive report provides an overview of the impact of the City of Philadelphia Antiviolence Community Expansion Grant (CEG) initiative on the community-based anti-violence organizations it supported in Year 1 (2022-2023). The CEG program was one of several efforts supported by the City of Philadelphia in 2022 to address the local epidemic of gun violence.

The CEG evaluation team, a partnership between four organizations (Equal Measure, Research for Action, Evident Change, and Cities United), was hired by the City of Philadelphia to learn from CEG-funded organizations about their experience conducting programming supported by grant funds. Year 1 was a pilot year for this innovative initiative, in which there was a delay in distributing funding to grantees at the start of the program, new programs were launched, and existing programs expanded. The CEG funds meant organizations in underinvested communities experienced unique support as well as unabated public scrutiny, all in a context of rising rates of gun violence and a consequential mayoral primary race. The evaluation team took a learning approach, using quantitative and qualitative data to tell the unfolding story of impact across diverse programs providing mentoring, human services, and workforce development services to their communities to reduce gun violence.

The findings and recommendations shared in this report emerge from a developmental, mixed methods evaluation conducted from January 2022 through May 2023. It was guided by evaluation questions that explored whether the CEG initiative reached its intended audience (Black and Brown men and boys aged 16 – 34) who are disproportionately impacted by gun violence in the city; how program outcomes aligned with CEG goals; which types of programs have the greatest potential to impact the gun violence crisis; and how Black- and Brown-led CEG-funded programs can be best supported to serve Black and Brown communities most effectively.

From January to December 2022, CEG grantees (26 out of 28) served *at least* a total of **4,831** participants through their CEG-funded programming. CEG grantees identified their participants as[1]

- **Lived Experience:** 76% were victims of gun violence or had families, friends, or communities impacted by gun violence; 28% had interacted with the justice system.
- **Gender:** 68% male
- **Age:** 55% 16-34 years old
- **Race and ethnicity:** 72% Black or African American; 22% Hispanic/Latino/a/x

---

[1] Quantitative findings are based on available data only. Due to the data collection window and no-cost extensions approved for most grantees, the quantitative analysis, in most cases, only included partial records of a grantee. Percents are based on the number of complete responses received for that item. Number of responses varied for each item, from 1376-1629 for lived experiences questions, to 3582 for race and ethnicity, 3782 for age, and 4241 for gender.

Results of a survey administered to participants of CEG-funded programs revealed that most program participants had a positive overall experience with their program. Specifically, most survey respondents (out of 439) reported that the programming they engaged in provided needed services and supports (85%), their participation in the programming made them feel safer in the community (75%), improved their situation after participating in the program (77%), they were satisfied with this program (86%), and they would recommend their program to others (87%).

The survey analysis includes responses from 439 CEG participants across 26 grantees. Compared to the sample we obtained for the program output data across 26 grantees (N = 4,831), the survey sample included a larger share of participants who are 16 to 34 years old and who identified as Black or African American (non-Hispanic) but a smaller share of participants who identified as male or Hispanic/Latino/a/x. However, we also found more missing data in the program output data, which may have resulted in over- or underestimation of the percentages.

Recommendations for Immediate Support for CEG Grantees

To build on the early successes and strengthen the Community Expansion Grant initiative process, we are providing the following recommendations for the City. We believe these recommendations will help the City to build a robust Community Violence Intervention (CVI) ecosystem, in which the goal of achieving and sustaining a reduction in gun violence and improving the quality of life in the communities most affected by gun violence becomes achievable.

Community Violence Intervention (CVI) programs are programs designed by gun violence prevention advocates and shaped by research, academia, and those with lived experience, to reduce homicides and shootings through trusted partnerships between community stakeholders, individuals most affected by gun violence, and government. These programs connect individuals most at risk of committing or experiencing violence—or both—with community members who have walked a similar path whom they trust or respect. Through trusted partnership with staff rooted in the communities they serve, CVI programs can identify the best services and resources to support alternative avenues to conflict resolution. These programs are most effective when they are part of a larger ecosystem: an intentionally and thoughtfully connected network of programs working in this paradigm across a city or a region in mutual support to one another, offering a full spectrum of support (i.e., prevention, intervention, enforcement, and re-entry strategies) to the communities most affected by gun violence.

Provide specialized support for individuals working directly with program participants in the community

Supporting the individuals focused on the heavy task of outreach and care for those most at risk of being impacted by violence is vital to building a healthy CVI ecosystem and should be prioritized. The public would benefit from knowing more about the difficult and critical work they do.

- Provide more training and skill-building activities for frontline workers, looking to models used by the DC Peace Academy[1] and the Institute for Nonviolence Chicago[2].
- Support self-care and wellness strategies for workers to cope with stress and secondary trauma.
- Work with local media to highlight the importance of the work and those who are leading the work on the ground in communities, and that measurable change takes time.

Balance the range of services available by providing additional support for organizations using intervention strategies

- Increase funding to organizations that specialize in immediate interventions such as conflict resolution and mediation services.

Modify CEG initiative design to better sustain grantees and their work

- Offer multi-year grants to build in time for planning, allow grantees to experience and demonstrate progress, and create avenues to sustainability.
- Provide dedicated collaboration resources to each grantee so they can better coordinate their efforts and together have a greater impact.
- Provide dedicated funding for organizational capacity building, including evaluation capacity.
- Address the structural barriers in City government that have impeded the flow of dollars to grantees and vendors.
- Manage the challenge of multiple vendors (technical assistance, fiscal, and evaluator) through stronger and more streamlined communication to grantees. Recognize that grantees are under constant, real, and timely pressure, and the City can reduce grantee confusion and burden by clearly and directly communicating the vision and limitations for the work.
- Create an intentional and immediate learning culture for Year 2, in which new grantees can learn directly from returning grantees.
  - Support networking among grantees to build relationships and foster the cross-fertilization of ideas and learning.
  - Consider how networking support is designed to help overcome issues such as siloed interest areas, safety concerns around managing territorial divides and factions, and redundant and duplicative CVI efforts.

Expand City funding and energy to build CVI ecosystems

- Create a citywide task force to better align the prevention and intervention efforts needed to sustain the CEG initiative and enhance the CVI ecosystems throughout the city.
- Power map each of the targeted communities to identify the gaps in the CVI ecosystem—this will allow the city and other funders to focus their funding on building out the ecosystems in each of the communities.

Conclusion

The recommendations we share have emerged after one year of working as the evaluation partner with the CEG grantees and the City of Philadelphia. The evaluation of the CEG Initiative was developmental, and it grew alongside the launch of this initiative. The evaluation team views the CEG initiative as a pilot, begun with great expectations and within a complex political and socioeconomic context. We are supportive of the City's efforts to launch a bold initiative, spurred by the call from community-based organizations to invest more deeply and trustingly in communities traditionally disinvested, disenfranchised, and distrusted. It was not always a smooth process, and the grantees bore the burden of the bumps along the way as the City and its TA, fiscal, and evaluation partners developed their work in real-time while the grantee organizations continued to provide their services to communities and tragically, the city's homicide statistics continued to tick upward.

Overall, the evaluation showed a Year 1 pilot that successfully implemented an innovative approach to funding a constellation of programs proximate to the communities and individuals most likely to be impacted by violence – many historically and currently underfunded and overlooked. In the nine-month period of the grant, grantee organizations launched or expanded programs in their communities that conformed to nationally-studied promising practices for reducing gun violence, despite the many challenges presented by the complexity of the issue, the intensive work required to recruit the appropriate participants, the toll the work takes on the individuals providing services, and the difficulty organizations with limited infrastructure encountered in quickly growing their services and managing the complex requirements of the grant. Substantive learnings have emerged that can and should inform priority supports to grantees and to the design of future initiatives.

The gun violence crisis is immediate; it is about people's lives, not politics. The CEG initiative is creating hope for a new covenant between the City administration and the organizations and individuals doing the hard, daily work of supporting those most impacted by the gun violence crisis in our communities. It has presented an opportunity to show that funding for gun violence prevention does not always need to be reactive in a crisis; rather it can be thoughtfully and intentionally designed to center those most affected, with deep attention to the needs created by generational disinvestment and systemic racism in our Black and Brown communities, establishing the foundations for a safer city. Trust and accountability must flow both ways between funder and grantee. The CEG initiative is weaving new connections, networks, and support between and among the community-based nonprofits across the city who are piloting and adapting nationally-tested models for our neighborhoods by those most deeply rooted in their specific history, culture, and needs. This opportunity can signal a fresh start to finding new solutions that can gain traction in Philadelphia and help to turn the tide on gun violence.

EVALUATON AND CEG OVERVIEW

Introduction

This comprehensive report is an overview of the impact of the City of Philadelphia Antiviolence Community Expansion Grant (CEG) program on the community-based anti-violence organizations it supported in Year 1 (2022-2023; see Table 1, pg. 7). The findings and recommendations shared in this report emerge from the evaluation conducted by the CEG evaluation team, a partnership between four organizations: Equal Measure, Research for Action, Evident Change, and Cities United (see Appendix A for team description). The CEG program was one of several efforts initiated by the City of Philadelphia ("the City") in 2022 to address the local epidemic of gun violence.

This report outlines the context and structure of the CEG initiative, shares findings observed throughout the cohort of grantees, and provides recommendations for how the City can continue to support grantees. The evaluation team also prepared 28 individual reports that documented participant profiles, identified program outputs, named specific promising practices implemented by grantees, and shared insights from interviews, focus groups, and on-site observations.

The evaluation team conducted a developmental, mixed methods evaluation from January 2022 through May 2023 guided by the following **Evaluation Questions** posed by the City (see Appendix B for detailed Questions):

> **1. Is the CEG-funded program reaching its intended audience (Black and Brown men and boys 16 – 34 who are highly at-risk of being involved in gun violence, such as how it is defined by READI Chicago[2] and Group Violence Intervention[3])?**
>
> **2. What are the outcomes of the CEG-funded programs that are aligned with CEG goals?**
>
> **3. Which organizations and program types have the greatest potential to impact the gun violence crisis?**
>
> **4. How can Black-/Brown-led CEG-funded programs be best supported to serve Black/Brown communities most effectively?**

---

[2] https://www.heartlandalliance.org/readi/; see Appendix E: Literature Review for more information about READI Chicago

[3] https://crimejusticelab.org/wp-content/uploads/2023/02/PENN-GVI-EVALUATION-REPORT-FOR-POSTING-20230227.pdf

Evaluation Approach

The evaluation team used a developmental approach, in which it gathered and returned real-time feedback to the City partners and the grantees in order to adjust evaluation and programmatic activities to shifting circumstances. The team's intent was to learn from grantees about what they were accomplishing and the challenges they were experiencing, what supports might be needed to further their work, how to adjust evaluation activities in response to grantee needs, and understand how their stories might influence other efforts to address gun violence within communities. The team believes the learning approach was appropriate given the pilot nature of the initiative and the short duration of the grant program -- which could not show measurable, population-level progress on such a significant problem during the first year.

The evaluation was designed to be as equitable and inclusive as possible, given the constraints inherent in the timeline and CEG initiative structure. The evaluation team partners met weekly to coordinate and plan activities, and they met biweekly with the City to provide updates and discuss next steps. The evaluation team conducted kickoff interviews with organizational leaders to learn more about their respective CEG-funded programming and to provide additional information about the evaluation activities to the grantees. Organizational leaders also facilitated the planning and scheduling of interviews with other organizational staff members as well as focus groups with program participants. Additionally, grantees were invited to review and provide feedback on their individual reports prior to submission to the City. The evaluation team is grateful to staff members and participants for sharing their insights and experiences.

Evaluation Methods

The evaluation methods and activities included: 1) document review of key program and CEG documents such as the grantees' proposals that were submitted to the City, 2) literature review to understand and frame methods and models for violence prevention, 3) an evaluation framework developed to inform data collection activities and analyses, 4) interviews with grantee program staff members, 5) focus groups with CEG-funded program participants, 6) program participant survey about experiences with CEG-funded programming,[4] 7) collection, review and analysis of program output data;[5] and 8) ongoing engagement with grantees and City personnel to ensure the evaluation process was inclusive and deliverables would be relevant and useful. In addition to the IRB-approved evaluation activities, Cities United and City representatives conducted site visits at each CEG-funded program location (See Appendix C for Methods and Appendix E for Literature Review).

The team pursued its work guided by the Evaluation Questions and aligned data analysis with the evaluation framework derived from the literature review of national evidence-based antiviolence models. The evaluation framework identified and defined seven domains of promising practices used in these antiviolence models (see Appendix D for framework of practices). This approach provided a common lens to analyze and understand promising practices across diverse organizations and to demonstrate the ways in

---

[4] The evaluation team launched an online CEG participant survey via Qualtrics in December 2022 – January 2023. The survey collected responses from individuals who participated in CEG programs. Survey analysis includes valid, complete responses from 439 CEG participants across 26 grantees (out of 28).

[5] The evaluation team obtained participant-level program output data from 26 out of 28 grantees who participated in any of the evaluation activities. Any participant- or program-level output data presented in this report was provided by these 26 grantees; and although the specific output data capture window varied across grantees, all output data are from January 2022 to December 2022.

which practices can decrease gun violence among Black and Brown men and boys between the ages of 16-34.[6]

Deliverables based on evaluation activities included an evaluation framework; data collection tools; a data landscape scan; webinars and office hours to share and discuss plans and findings; 28 individual, program-level reports for each participating grantee; and this final, comprehensive report.

In addition to engaging in the evaluation (see Appendix C for interviews and focus groups conducted), organizational leaders participated in a yearlong Technical Assistance (TA) program led by the Scattergood Foundation. The TA sessions focused on developing organizational logic models to articulate program activities, outputs, and outcomes that would focus the organizations on the impact of their work. Evaluation team members joined some of the TA sessions to participate in shared learning and to provide updates on evaluation activities.

A Note on Language:
In this report, we will refer to the multiple stakeholders in the CEG Initiative. They include:
- **CEG-funded organizations:** one of the 31 organizations, or grantees, that were awarded funds under the Year 1 CEG initiative. Over the course of Year 1, two grantees dropped out of the program. Of the 29 remaining grantees, 28 complied with the evaluation and are reported on in this report. In this report, if we refer to a CEG-funded program, this is the program that is implemented by the CEG-funded organization under this grant initiative. Findings about the CEG-funded organizations emerge from data output collections and staff member interviews.
- **CEG-funded staff member:** the individual(s) associated with the CEG initiative who applied for and were awarded the CEG grant, who led the CEG-funded programming, and/or who conducted the frontline program work with the participants. When relevant, we specify which role the CEG-funded staff member plays. Findings referring to staff members emerge from interviews.
- **Participant:** the target audience of the CEG-funded program grant, and the individual that participates in/ is a recipient of the programming offered under the grant. Findings referring to participants emerge from focus groups and the participant survey.
- **The City:** a staff member or group of staff members at the City of Philadelphia that is associated with implementing the CEG grant initiative.
- **The evaluation team:** the group of organizations -- Equal Measure, Research for Action, Evident Change, and Cities United (see Appendix A for team description) -- hired as a vendor to implement the program- and cohort-level evaluations of the Year 1 CEG grant initiative.

Context and Structure of the Community Expansion Grant

Through the Community Expansion Grant (CEG) initiative, the City of Philadelphia provided a total of $13.5 million in funding, with individual grants ranging from $117,000 to $1 million,[7] to community-based leaders and organizations with prior experience delivering quality, culturally relevant services and with some infrastructure in place or in development. As a result of the initiative, significant new funding went to

---

[6] The City chose to fund organizations serving Black and Brown boys and men between 16 and 34 because this population is most affected by gun violence throughout the City and nationally.

[7] Reyes, S. (2021). "Introducing the Anti-Violence Community Expansion Grant Program awardees." City of Philadelphia. https://www.phila.gov/2021-10-14-introducing-the-anti-violence-community-expansion-grant-program-awardees/

organizations traditionally underinvested in and overlooked by major funding programs. The intention of the initiative was identifying and supporting community-based organizations structurally ready to absorb an influx of funds and well-positioned to recruit and retain more Black and Brown boys and men between the ages of 16-34 into programs designed to offer alternatives to engaging in violent behavior. The CEG initiative supported program expansion, and it required grantees to receive technical assistance support, attend all-cohort convenings, and participate in the external evaluation. Ultimately, the hope was that these grantee organizations would be successful in decreasing boys' and young men's interactions with gun violence.[8]

In 2018, in reaction to a significant increase in the rate of gun homicides and shootings, Mayor Jim Kenney and his administration released *The Roadmap to Safer Communities*,[9] intended to be a five-year blueprint for how to invest in city departments and community-based organizations to decrease gun violence. In the spring of 2021, an update to the Roadmap was released, "...informed by the challenges of the COVID-19 pandemic, activism following the deaths of Black Americans at the hands of police, rising gun violence in Philadelphia and across the country, and our nation's reckoning with decades of systemic racism." In 2022 there were 1,789 shootings (473 fatal) and approximately 77% of the victims were African American males. Fifty-eight percent of them were under the age of thirty.[10] The summer of 2022 was the deadliest on record, with nearly eight people being shot daily.[11] Many shootings stem from an argument or disagreement; anger, trauma, scarcity of resources, and the availability of guns can lead to violence.[12]

Research in recent decades has continually shown that violence decreases when government attends to strengthening the social fabric. When neighborhoods have the resources for good schooling, jobs, and well-maintained parks and public places -- among other markers of strong communities -- violence goes down.[13] A cycle of violence reduction has a durable effect through generations, because those who do not touch the criminal justice system in the first place are more likely to avoid it in the future.[14]

The City has implemented various Community Violence Intervention (CVI) programs (see Appendix F for a breakdown of CVI initiatives in Philadelphia), including CEG, in the past few years to decrease the reliance on the criminal justice system, which disproportionately affects Black and Brown men and boys between 16-34 years old. A 2017 study associated the implementation of one CVI program (the Cure Violence Approach, known locally as Philadelphia Ceasefire) with a 30% decrease in shootings in three selected Police Service Areas in the city. [15] CVI programs directly challenge the ongoing socioeconomic conditions that make gun

---

[8] Avalos, A. (2022). "The City provides organizational support for Community Expansion Grant grantees." City of Philadelphia. https://www.phila.gov/2022-06-16-the-city-provides-organizational-support-for-community-expansion-grant-grantees/

[9] City of Philadelphia. "The Philadelphia Roadmap to Safer Communities." https://www.phila.gov/documents/the-philadelphia-roadmap-to-safer-communities/

[10] Jones, R. (2023) "Wash, Rinse, Repeat: The Crisis of Gun Violence in Philadelphia." Temple Lab Report. Public Policy Lab. https://drive.google.com/file/d/1UI44tlghovUn34qtz45hHMYUYqETTu42/view

[11] Rushing, E., Griffin, J., Conde, X., and Palmer, C. (2022). "Wounded City." Philadelphia Inquirer. Available URL: https://www.inquirer.com/news/inq2/philadelphia-homicides-gun-violence-summer-2022-20220919.html

[12] Jones, R. (2023) "Wash, Rinse, Repeat: The Crisis of Gun Violence in Philadelphia." Temple Lab Report. Public Policy Lab. Available URL: https://drive.google.com/file/d/1UI44tlghovUn34qtz45hHMYUYqETTu42/view

[13] Doleac, J. and Harvey, A. (2022). "Stemming Violence by Investing in Civic Goods." Vital City. Available URL: https://www.vitalcitynyc.org/articles/stemming-violence-investing-in-civic-goods

[14] Glazer, E. (2023). "Who Controls Crime: The Untapped Power of Cities to Reduce Gun Violence and Increase Democracy." Temple Lab Report. Public Policy Lab. Available URL: https://drive.google.com/file/d/1UI44tlghovUn34qtz45hHMYUYqETTu42/view; https://www.fullframeinitiative.org/learn/topics/public-safety-healing/

[15] Cure Violence Global (2022). "The Evidence of Effectiveness." Available URL: https://cvg.org/wp-content/uploads/2021/09/Cure-Violence-Evidence-Summary.pdf

violence possible for those most at risk: people living in underserved and overpoliced areas of concentrated gun violence, particularly boys and men of color in those communities.[16]

CVI initiatives expand community-level social services and economic support, intervene in street-level disputes before they escalate to gun violence, and provide trauma-informed care to gun violence survivors to both prevent further violence and to heal physical, psychological, and social wounds that gun violence impacts.[17] They also demonstrate that place-based approaches can reduce and prevent community violence and crime by enhancing and maintaining the physical characteristics of settings where people come together in order to foster social interaction, strengthen connectedness, and increase shared trust among residents and a willingness to intervene.[18]

Prevention and Intervention Strategies

Established evidence-based strategies to improve safety for individuals and communities most likely to be impacted by gun violence are described in two categories: prevention strategies and intervention strategies. *Prevention* strategies are oriented towards longer term impact and seek to avoid future engagement in violence by building emotional, social, academic, and workforce capacity among young people. Often, prevention programs include younger individuals and offer services during after school time or during the summer when school is out of session. *Intervention* strategies aim for shorter term impact and target individuals who are actively perpetrating or are victims of violence. These strategies include training individuals and creating systems that address the need for urgent disruption of violence. For example, individuals trained as interrupters[19] of violence will step in and stop other individual(s) from perpetrating a violent crime, in real-time.

The evaluation team observed that the Evaluation Framework's promising practices often reflect both prevention-based and intervention-based approaches to decrease gun violence. Most CEG grantees appear to be practicing prevention-oriented practices that center mentorship, educational supports, and social-emotional skills. Fewer grantees appear to conduct intervention-oriented practices, but those that do tend to conduct street-outreach services tailored to adult Black and Brown men between the ages of 25-34 and offer workforce development and job placement services. Some organizations offer both prevention and intervention practices. The City's continued investment in prevention-based approaches is important, and concurrently ongoing and enhanced investments in programs and organizations that are doing intervention work will continue to build their capacity to implement this critical and urgent approach to immediate violence reduction.

---

[16] Amaning, A. and Bashir, H. (2022). "Community-Based Violence Interventions: Proven Strategies to Reduce Violent Crime." Center for American Progress. Available URL: https://www.americanprogress.org/article/community-based-violence-interventions-proven-strategies-to-reduce-violent-crime/

[17] Ibid.

[18] U.S. Department of Justice, Community Oriented Policing Services. Community Violence Intervention. Available URL: https://cops.usdoj.gov/community_violence_intervention

[19] Interrupters are associated with the Cure Violence Model, which some CEG grantees ascribe to. Cure Violence: The Interrupters (2017). https://nationalgangcenter.ojp.gov/insights/25/cure-violence-the-interrupters

The prevention and intervention practices among grantees are aligned with the National Gang Center's evidence-based model, which identifies the following qualities: [20]

1. grantees identified individuals at high risk of gun violence involvement based on various information sources, including street outreach;
2. outreach efforts provided a way for staff to develop trust with and link individuals to resources and services;
3. education and workforce development opportunities were provided in coordination with access to social services; and
4. outreach staff and other program staff facilitated individuals' access to a range of services designed to enhance their prosocial skills and meet their social, educational, employment, and mental health needs.

Other notable national models used by grantees were the Cure Violence Model,[21] which supports violence interrupters who mediate and deescalate conflicts, and the Hospital-Based Violence Intervention Program (HVIP), where medical staff and community partners collaborate to provide trauma care for individuals who have suffered a violent injury.[22] Many of the CEG programs fall within the public health model, which views gun violence as a disease and takes an epidemiologic approach to addressing what is now considered an epidemic of gun violence in many US cities including Philadelphia.

"I think to answer the gun violence thing, I really feel like this program helps. It gets people off the streets. Younger kids are getting a lot into violence nowadays, and this really could help keep them in a softer environment, a more safe environment where you don't have to be on 10 all the time and ready to go to war. You can just be comfortable, be yourself, and be in a safe environment where you don't have to worry about nothing happening to you." (Focus Group Participant, Norris Square Community Alliance)

Programmatic Focus of CEG-funded Organizations

The CEG-funded organizations varied in award size, geography, and program focus. Many of the CEG grantees have long standing credibility and deep relationships in the neighborhoods where they reside; many also were challenged to develop the financial and reporting infrastructure to manage a rapid influx of funds, even at the relatively modest investment level of the CEG initiative. We note this is a common issue for smaller, community-based nonprofits and often creates a vicious cycle where promising organizations most proximate to community fail to thrive and grow because their lack of traditional infrastructure causes them to be overlooked for the funding that could seed growth. The City invited organizations that implement either of the two project concentrations to apply: 1) Safe Havens and Mentorships and 2) Trauma Informed Healing and Restorative Practices. Organizations span a wide range of activities, including after

---

[20] National Gang Center. (2010). Best practices to address community gang problems: OJJDP's Comprehensive Gang Model. US Department of Justice.
[21] https://cvg.org/
[22] https://www.phila.gov/media/20220822090649/PDPH_HVIP_Rpt22_finWEB.pdf

school programming, social emotional skill development, workforce development, credential and job attainment, sports and recreation, the arts (e.g., music, murals, dance), mentoring/coaching, and trauma and healing services. The following chart lists organizations that participated in evaluation activities. Most grantees were in the Safe Havens and Mentorships project concentration and received less than $400,000 in grant funding. [23]

Table 1. CEG Grantees Participating in the CEG Evaluation, Year 1 (2022-2023)[24]

Project Concentration	Grant award	
	Less than $400,000	Over $400,000
Safe Havens and Mentorships	- African Family Health Organization - Beyond the Bars - Educators 4 Education, LLC - Epiphany Fellowship Church - Guns Down, Gloves Up - ManUpPHL - Men Who Care of Germantown - Mercy Neighborhood Ministries of Philadelphia - Mural Arts Philadelphia - Opportunities Industrialization Centers of America, Inc. (OICA) and the Careers & Academic Institute (CADI) - The Philadelphia Opportunities Industrialization Center, Inc. - The Urban League of Philadelphia - Timoteo Sports, Inc.	- Black Muslim Men United for a Better Philadelphia - Education Works - Power Corps PHL - Impact Services - Norris Square Community Alliance - Somerset Community Center and Lighthouse Sports Complex - The Nicetown Community Development Corporation - Unity in the Community - Youth Outreach Adolescent Community Awareness Program
Trauma Informed Healing & Restorative Practices	- Mothers in Charge - New Leash on Life - Uplift Solutions - YouthBuild Philadelphia	- Anti-Violence Partnership of Philadelphia - Central Division Victim Services - Every Murder is Real - New Options More Opportunities

---

[23] $400,000 is a City-determined marker influencing how many staff interviews were required to conduct: 2 for less than $400K, 4 for more than $400K

[24] A full description of organizations, their locations, and proposed activities can be found at: https://www.phila.gov/2021-10-14-introducing-the-anti-violence-community-expansion-grant-program-awardees/.; An interactive map of grantees and award amounts can be found at: https://public.flourish.studio/visualisation/13646184/?utm_source=embed&utm_campaign=visualisation/13646184

The evaluation team chose to use an alternative categorization that emerged after conducting a literature review and landscape scan to identify evidence-based promising practices for antiviolence strategies to decrease gun violence; collaborating and aligning approaches with the technical assistance partner, the Scattergood Foundation; and reviewing the CEG-funded grantee programs. These categories aligned with the services and practices that the organizations were offering.

Table 2. Organizations Categorized by Mentoring, Human Services, and Workforce Development

Type of Organization	Organization
Mentoring	African Family Health Organization (AFAHO)
	Beyond the Bars
	Educators 4 Education, LLC
	Epiphany Fellowship Church - Guns Down, Gloves Up
	ManUpPHL
	Men Who Care of Germantown
	Mothers in Charge
	New Options More Opportunities
	Somerset Community Center and Lighthouse Sports Complex
	Timoteo Sports, Inc.
	Uplift Solutions
Human services	Anti-Violence Partnership of Philadelphia
	Black Muslim Men United for a Better Philadelphia
	Central Division Victim Services
	Every Murder is Real (EMIR)
	New Leash on Life
	Norris Square Community Alliance
	Youth Outreach Adolescent Community Awareness Program
Workforce development	Education Works - Power Corps PHL
	Impact Services
	Mercy Neighborhood Ministries of Philadelphia
	Mural Arts Philadelphia
	Opportunities Industrialization Centers of America, Inc. (OICA) and the Careers & Academic Institute (CADI)
	The Nicetown Community Development Corporation
	The Philadelphia Opportunities Industrialization Center, Inc.
	The Urban League of Philadelphia
	Unity in the Community
	YouthBuild Philadelphia

These categories and related programs / services are:

- **Mentoring:** Offering formal and informal adult mentorship to youth and young adult participants; developing trusted and supportive adult relationships to guide real-time decision-making and planning for the future.
    - According to the literature review, access to mentoring services is considered a promising approach for reducing community violence. Individuals, particularly youth and young adults at high risk for involvement in gun violence, benefit from mentoring by individuals who have similar lived experience. Mentorship is particularly effective when it is consistent and engaging and is offered in conjunction with referrals for supportive services. (See Appendix E for full literature review.)

- **Human Services:** Providing wraparound supports for participants to better manage immediate needs arising from living in communities with heightened risk of gun violence and poverty.
    - The literature review offered evidence that human, or social, service provision is a critical component of successful anti-violence programs. Promising models such as Advance Peace and the Comprehensive Gang Model demonstrate that providing both gun violence prevention and intervention efforts alongside social services is effective because it addresses participants' immediate needs—such as childcare access and food or housing instability—that result from systemic failures. (See Appendix E for full literature review.)

- **Workforce Development:** Developing educational and career-based skills to land meaningful jobs with a living wage to support participants and their families and, ultimately, experience economic mobility.
    - The literature review identified workforce development as a promising practice for reducing community violence. Communities that have high rates of gainful employment tend to have lower rates of violence. Generally, workforce development programs aim to impact participants by coupling education and workforce training and providing participants with the skills needed to obtain employment. (See Appendix E for full literature review.)

One short-term grant cycle cannot disrupt the generations of disinvestment and the decades of negative policies that have created harmful conditions in the communities most impacted by violence. The City is to be commended for adopting an innovative approach that funded a mix of small organizations proximate to the work which are now providing a range of the promising evidence-based practices identified in the literature. Continuing investment, especially in fostering collaboration between and among these organizations in order to build a CVI ecosystem, and in supporting and preparing the individuals engaging those most at risk, will provide with a strong starting point to disrupt the cycle of violence and to begin to dismantle the systems of inequity that have perpetuated it.

EVALUATION FINDINGS

Although some organizations were overly ambitious in their initial recruitment projections, the CEG initiative was successful in supporting organizations to expand their programs or continue to serve their communities with programs grounded in established practices for reducing gun violence: mentoring, human service provision, and workforce development services. The majority of participant survey respondents reported positive overall experiences with the program and its staff, reported **that they gained social and emotional skills, learned about job skills or received job training and learned project management skills. More than half reported obtaining a job or an internship through the program.**

From January to December 2022, CEG grantees (26 out of 28) served *at least* a total of **4,831** participants through their CEG-funded programming. CEG grantees identified their participants as[25,26]

Lived experiences	Gender	Race and ethnicity
76% were victims of gun violence or had families, friends, or communities impacted by gun violence	**68%** male	**72%** Black or African American
	Age	**22%** Hispanic/Latino/a/x
27% had interacted with the justice system	**55%** 16 - 34 years old	

Results of a survey administered to participants of CEG-funded programs revealed that most program participants had a positive overall experience with their program. Specifically, most survey respondents (out of 439) reported that the programming they engaged in provided needed services and supports (85%), their participation in the programming made them feel safer in the community (75%), improved their situation after participating in the program (77%), they were satisfied with this program (86%), and they would recommend their program to others (87%). (See Appendix G for Participant Survey Memo.)

---

[25] Quantitative findings are based on available data only. Due to the data collection window and no-cost extensions approved for most grantees, the quantitative analysis, in most cases, only included partial records of a grantee. Percents are based on the number of complete responses received for that item. Number of responses varied for each item, from 1376-1629 for lived experiences questions, to 3582 for race and ethnicity, 3782 for age, and 4241 for gender.

[26] Percents are based on the number of complete responses received for that item. Number of responses varied for each item, from 1376-1629 for lived experiences questions, to 3582 for race and ethnicity, 3782 for age, and 4241 for gender.

The survey analysis includes responses from 439 CEG participants across 26 grantees. Compared to the sample we obtained for the program output data across 26 grantees (N = 4,831), the survey sample included a larger share of participants who are 16 to 34 years old and who identified as Black or African American (non-Hispanic) but a smaller share of participants who identified as male or Hispanic/Latino/a/x. However, we also found more missing data in the program output data, which may have resulted in over- or underestimation of the percentages.

"The biggest thing is just knowing that we made this happen once, so if we continue to make it happen... Even if it's ... 30, 35 guys that we helped, it's like, 'Hey, that's 35 guys that are not out there shooting somebody.'"
(Staff Member, Impact Services)

CEG Promising Practices

The Evaluation Framework guided the evaluation team's work (see Appendix D for Evaluation Framework). It identified and defined seven domains[27] of "promising practices" used in common antiviolence models and provided a shared lens to analyze and understand activities and programs across the diverse CEG-funded organizations. These domains were used to frame the program-level evaluations offered to each CEG-funded organization, documented through 28 individual reports which provided an analysis of whether and how each grantee's services and programs aligned with the range of promising practices. In this comprehensive report, the evaluation team focuses on three domains that emerged as most relevant and salient across the individual reports, and most comprehensively captured the activities and practices across the CEG grantees: Types of Programming, Recruitment/Retention, and Staff Supports.

Types of Programming

One of the core strategies of the CEG initiative was to fund a variety of organizations providing a range of services in communities at heightened risk of gun violence. Each CEG-funded organization is unique and offers services needed by the community which they serve. The evaluation team aimed to meet each grantee where they were and learn from them about their priorities, goals, and methods. The evaluation team then offered a framing for those priorities based on what it had learned from both the literature and the work happening in Philadelphia communities. As noted above, the evaluation team categorized the CEG grantees into three groups based on the types of programming and services they offer: Mentoring, Human Services, and Workforce Development.

---

[27] The seven domains were 1) Engagement, Recruitment and Retention of Program Participants, 2) Assessment, Referral, and Case Management, 3) Types of Programming, 4) Staff-Related, 5) Identification of Outcomes; Data Collection & Evaluation, 6) Partnerships, and 7) Sustainability.

Regardless of the type of program, the evaluation team observed most grantee programming supported the development of soft skills among their participants, and they viewed these skills as a factor of success and an important component to avoiding violent interactions. For example, some CEG-funded staff members described in interviews how strengthening emotional regulation supports a participant's ability to make decisions based on logic, not reactivity, a key skill needed to avoid escalating altercations into violence. Several CEG-funded staff members described the development of formal and informal relationships between adults and young people, which have the potential to instill self-worth and model how to approach conflict resolution and anger management without violence. Many CEG-funded staff members observed participants developing a sense of empowerment and confidence that they could improve their own lives. Focus group participants generally reported that participating in CEG programs increased their ability to problem-solve and lean on communal support. Grantee programs overall offered safe spaces for young people and their families to disconnect from violence, build solidarity, and heal from the pervasive hurt and trauma gun violence imparts on communities experiencing poverty.

Percent of participants engaged in CEG-funded programs by type of programming, Mentoring, Human Services, or Workforce Development, are shown below:

Figure 1. Percent of participants engaged in CEG-funded programming by CEG program type, n = 4,831

■ Mentoring ■ Human Services ■ Workforce Development
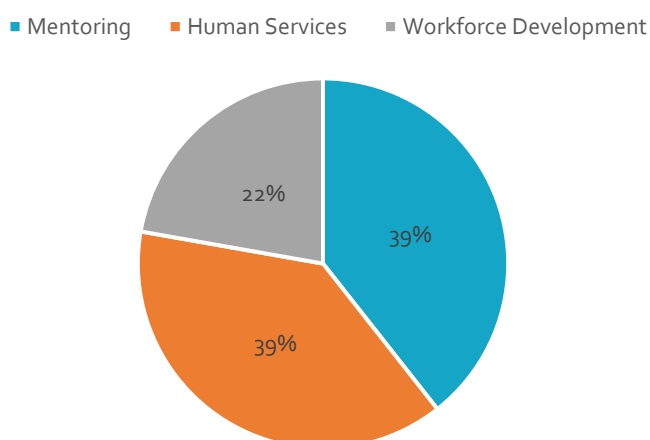
Mentoring
Thirty-nine percent of CEG participants were in mentoring programs; the following themes emerged among these programs:

Most[28] of the CEG "mentoring" programs were structured to provide needed, continuous support and skill development to their participants through formal and informal mentorship, which impacted participant's life skills, conflict resolution capacities, and created a culture of belonging. Most CEG grantees described creating a culture of belonging and support by fostering relationship-building between staff and participants—in these cases, mentoring was offered informally. Many programs offered formal mentoring services provided by caring adults who served as a coach, instructor, or tutor, to be available to

---

[28] Throughout this report, we refer to quantities of organizations experiencing an effect as "All" (28 organizations); "Most" (15-27 organizations); "Some" (8-13 organizations); and "A few" (2-7 organizations).

connect with participants on a regularly scheduled basis, for example, at weekly sessions. Some CEG grantees used mentorship (either one-on-one or group) as a retention approach, to work on conflict resolution and mediation, and develop stress management and emotion regulation skills. Most mentors shared similar lived experiences with the participants, often from the same community. This approach is consistent with best practices evidence that shows that youth and young adults at high risk for involvement in gun violence benefit from coaching by individuals who have similar life experiences. Whether formal or informal, the mentor-mentee relationships provided space for life skills development and supported participants as they navigated daily stressors and challenges that can emerge from living in communities with heightened risk of exposure to gun violence.

Most participants who responded to the CEG participant survey reported positive experiences with program staff. Specifically, most survey respondents reported that they could go to program staff if they needed help (84%), to talk to them about good things in life or to share/vent feelings with (86% and 80% respectively), or to get information about jobs (78%). Slightly fewer respondents (63%) reported that they could ask the program staff for a ride home or accompany them to an important appointment. (See Appendix G for Participant Survey Memo.)

> "[The mentorship youth experience] kind of instills in our kids the want and need to do stuff like this when they get older... Having a positive role model, having positive places to bring your kids. It just kind of shows them that when you get older you can do something like this. You can be a mentor to somebody else."
> (Focus Group Participant, Lighthouse)

Human Services

Thirty-nine percent of CEG participants were in "human services" programs; among these types of programs, the following themes emerged:

Most Human Services CEG grantees use systems and processes to offer case management either formally or informally. Most CEG grantees developed a structured intake process[29] for participants, including an interview to determine immediate needs (e.g., food insecurity and housing), and the co-development of short- and long-term program goals, often education or career-related. Official case managers supported participants by tracking progress on program goals; helping participants to secure needed documents (e.g., birth certificates and social security cards); and submitting paperwork for job credentialing, program completion, and other employment needs. CEG grantees generally supported participants through extended communications via frequent texts and phone calls beyond typical work hours.

---

[29] Many data elements about participant background and demographics were collected during grantees' intake processes (e.g., through their intake/enrollment form or initial assessments). Though the intake processes vary by grantees, from the data collection perspectives, they serve as an important data source for the programs to understand who their participants are and potentially identify needs to better serve them.

> "... [W]e do intakes with the boys, and in the intake questions, we ask specific questions like, "Have you ever held a gun? Have you ever lost a friend or someone in your family to gun violence? Have you ever seen a gun? Do you know how a gun works? Do you own a gun?" We ask those questions in the intakes to guide us, who is high risk and who is low risk in our program...."
> (Staff Member, AFAHO)

Most Human Services CEG grantees prioritize the mental and behavioral health of their participants. If the CEG grantee does not have the capacity to offer needed services, they intentionally partner with or refer to other organizations with the expertise and capacity to provide participants with mental health services. About one-third of survey respondents asked for counseling services during their participation in the CEG-funded programs, and almost all of them (96%) were connected to these services[30]. A few CEG grantees have expertise in trauma-informed care and provide mental and behavioral health services to their participants directly. However, in addition to offering referrals to counseling services, programs also offer skills development to help manage emotional well-being.

CEG survey respondents reported that programs offered various services:
- **Skills development** to help deal with emotional well-being and expressing feelings (49%)
- **Referrals to counseling** or other mental health services (40%)
- **Counseling sessions**, individual or group (38%)

Most survey respondents reported that they gained social and emotional skills and communication skills through services/support provided by the CEG programs. Such skills include emotional management (90%), conflict resolution (93%), dealing with stressful situations (93%), coping with grief and loss (83%), and leading and collaborating with other people (92% and 95% respectively). (See Appendix G for Participant Survey Memo.)

> "So, in life skills, we start off with mastering your emotions and work through anger management up to including self-care. And then we go into restorative justice and victim awareness." (Staff Member, New Leash on Life)

---

[30] 35% of survey respondents (out of 396) requested counselling services, and 96% (out of 140) were connected to them.

Workforce Development

Twenty-two percent of CEG participants were in workforce development programs; some themes emerged among these program types, as follows:

Education and workforce development programs successfully attracted participants by offering tangible skills and credentials that lead to greater employment opportunities. Many programs offered training to help participants develop job readiness skills and some have connected participants with internship and/or job placements. Some CEG grantees provided educational support through tutoring and other skills-based programming to help participants complete a high school diploma, GED, or other degree; others offered career pathing programs through vocational programs or labor union opportunities to support participants' economic mobility. Some offered small scale construction and engineering training, restoration and cleaning services, and computer and coding classes to instill skills relevant for employment opportunities. More than half of the participant survey respondents reported that the CEG-funded program helped them get a job or an internship.

Most of the survey respondents learned about job skills or received job training during the program. Specifically, 83% of them reported that they **learned about career fields** they are interested in, 77% **attended classes or training** to gain job skills, and 81% learned how to apply for a job. Most of them (93%) also **learned project management skills** such as time management and goal setting. 76% of the respondents received a paycheck as part of being in the CEG-funded program and slightly more than half of the respondents **got a job or internship** through the program (52%). (See Appendix G for Participant Survey Memo.)

"As far as participants go, success is measured if they're taking a step forward. We have some adjudicated youth, if we can get them off probation, or off house arrest, or to no longer be adjudicated then that's success for them.
If we have some youth in a program that's taking advantage of our tutoring resources, and now they're getting better grades, that's success for us and them. Then we have youth that might have had a job, but their ultimate goal is to go to college, or their ultimate goal is to gain that concrete skill or credential."
(Staff Member, NOMO)

"[W]e want to see decreases in the non-productive activities that the participants may be involved with that's causing the challenges for them and their lives and the increase of what we call more positive activities and things that they may be doing around employment, or training, or maybe not being out as much too late."
(Staff Member, YOACAP)

CEG grantees created partnerships with other local organizations, businesses, and public agencies to support workforce development for their program participants. This included strategies such as tapping into networks to hire other local nonprofits to develop and lead programming, partnering with other CEG grantees to share programming and resources with participants, and connecting with local businesses. Some grantees worked with other local nonprofits and/or CEG grantees to share resources, such as use of space and programming; some participants attend multiple sites for services and benefit from the work of many grantees. Some CEG grantees provided workforce training and worked with local businesses to create partnerships and hiring opportunities for their participants. Many CEG grantees built partnerships with public agencies such as the School District of Philadelphia and the Community College of Philadelphia to create pathways for participants to attain a GED and other industry-recognized certifications.

"We've been partnering with different organizations in Philly that also do anti-violence or gun violence work. ...bringing them in and giving [students] opportunities to collaborate... or they do healing circles, ... or to be trained to lead one of those circles."
(Staff Member, YouthBuild)

Sports, Arts, Music, and Recreation
A few CEG grantees centered their programming through sports, arts, music, and recreational services to attract, motivate, and engage youth and young adults in activities in a safe and supportive space. These types of programs provide lower barriers to entry than, for example, mental health-oriented programming. They facilitate fun and creative outlets for participants to channel energy into team building and expressive pursuits. Communal and individual sports, arts, and music programs may offer ways for young people to build self- and community- pride and worth, which is a prevention strategy that can engage youth in positive pursuits and avoid engagement in violence. Often, these types of programs include mentorship and coaching, which has been discussed as an evidence-based anti-violence practice.

"I think opening up spaces for young men through the arts, I think the arts is a fabulous, underdeveloped pathway, but the power of the arts to heal and to really begin to look at healing pathways with young people."
(Staff Member, Mothers in Charge)

Recruitment and Retention

Most CEG grantees recruited participants through direct outreach and referrals, and a few CEG grantees offered the street outreach services aligned with best practices for gun violence intervention.

Most CEG grantees focused a significant portion of their activities towards recruiting (e.g., direct outreach and referrals) and retaining participants. These dual approaches were the first, and most important, step to connecting Black and Brown men and boys between 16-34 years old with the supports, tools, and resources to step away from gun violence. Regular stipends (e.g., per session, per month, upon completion, etc.), food, and transportation support incentivized participants to attend programs frequently.

Many CEG grantees recruited new participants through word of mouth, personal connections, and social media. Credible messengers were identified among many organizations to foster trust and confirm the organization's legitimacy to support participants.
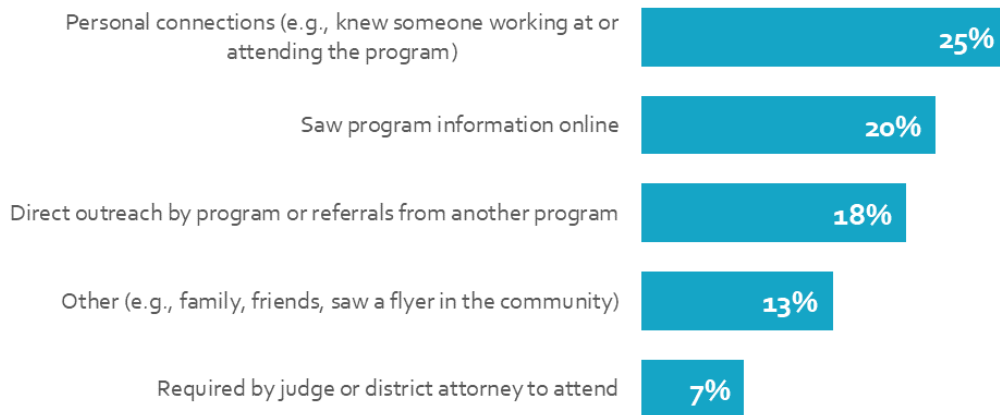
A few organizations were getting referrals from the District Attorney's Office, parole offices and justice system partners, and from school partners engaged in youth programming. Staff members continually met and communicated with participants and their families to ensure program participation was consistent. Participants in mandated diversion programs were often the most unsatisfied during focus groups, while programs with non-mandated participants reported higher satisfaction with programming. Recruitment and retention of the individuals most at risk of being impacted by gun violence is a task that requires significant investment of time, money, and effort separate from the delivery programs, and is often not supported or funded in proportion to need.

"So, the recruitment process, we have what's called village ambassadors. They go out into the community to get people, guys who are very familiar with the program, with the communities around. And other people like myself, word of mouth, you pass out flyers, you go to people that you know. But that's generally the way that you do it. And the way that I think it keeps going is you have people that are participants that are happy with the program and end up telling friends. And then you have to be able to distinguish who's ready and who's not. (Staff Member, Nicetown CDC)

Figure 2. How participants first learned about the CEG-funded programs, n = 439. (Appendix G, Partic. Survey Memo)

Category	Percentage
Personal connections (e.g., knew someone working at or attending the program)	25%
Saw program information online	20%
Direct outreach by program or referrals from another program	18%
Other (e.g., family, friends, saw a flyer in the community)	13%
Required by judge or district attorney to attend	7%

Some CEG grantees used street outreach[31] and similar approaches in their programs. Street outreach uses a public health approach to violence interruption, viewing violence as a disease and identifying the "infection" at the point of inception and interrupting the spread by stopping transmission. Street outreach has emerged as an effective model and requires intensive resources and training, in mediation skills and violence interruption tactics, within a long-term violence intervention strategy. Among a few grantees, street outreach workers developed trusting relationships with law enforcement and with youth at risk of gun violence. One CEG grantee has extensive experience using street outreach/violence interruption tactics. For example, staff at the organization sit down with individuals who have threatened to kill each other over a "beef," in order to talk through and resolve the conflict peacefully. Organizations that can offer urgently needed intervention services are a critical part of any city violence reduction strategy.

"...I try to stop people from shooting each other. A lot of conflicts take place. I sit in these two-hour, three-hour meetings to help people decide to not shoot each other or to not harm each other. This is something that I've been doing over 30 years. There was one instance where there was trouble brewing between neighbors. He's had this ongoing thing and it was just getting more and more tense to the point where one neighbor is pulling out his guns, showing his guns to try to intimidate the other neighbor. And when we heard about it, a letter was actually written to the neighbor. And he actually came down here. He actually came down here and sat down and we talked with him, and we got the other person. And now they're best buds." (Staff Members, Black Muslim Men United for Better Philadelphia)

Some survey respondents shared challenges accessing their programs, while other focus group participants reported they only attended programs because they were mandatory and did not feel engaged in the programming. Specifically, some survey respondents reported that they had to choose

---

[31] https://nicjr.org/wp-content/uploads/2021/06/Effective-Community-Based-Violence-Reduction-Strategies.pdf

between attending this program and a paid job (44%); had trouble getting to the program due to lack of transportation resources (36%); or had to be put on a waiting list to participate in the program (34%). Some mandatory diversion programs struggled to maintain enthusiasm among participants because of burdensome attendance requirements and strict check-in and curfew rules that were often not counter-balanced by engaging programming.

Staff Supports

Most CEG grantees supported staff through providing training and encouraging self-care strategies.

CEG programs that centered staff needs alongside participant needs were often effective at recruiting and retaining participants as well as maintaining a nurtured staff. A central tenet of reducing gun violence is to connect participants with caring adults. In interviews, most CEG grantee staff displayed a commitment to the mission, vision, recruitment strategy, and programmatic activities that compel participants to join. Staff were often connected to people who have been victims and/or perpetrators of gun violence—they have a personal drive and motivation to solve this crisis. Often, staff members have shared lived experiences with participants (e.g., due to cultural and racial similarities, previous contact with the justice system, or living in/near the impacted neighborhoods).

Staff reported a need to be mentally and physically prepared to connect with participants, so they needed their own supportive community of care. They give much of themselves, emotionally and physically, to the participants and require time for their own rest and recovery. Many grantees recognize and respond to this need by supporting staff through planned time off, social healing and bonding among each other, and professional development opportunities. A few CEG grantees offered staff flexible work schedules to help them address challenges outside of work and were encouraged to take time off for self-care. Some grantees cultivated a culture of support and gratitude, fostering a sense of belonging for staff members, which in turn reflects positively onto participants. Identifying and hiring caring adults, regardless of credentials, has been critical for building trusting relationships with young people.

Some grantees supported staff in trauma-informed professional development curriculums. Some grantees provided staff with formal professional development around mental health first aid, informal learning opportunities, or opportunities to attend the same kinds of skills training as participants. Staff members developed a community of care for each other to provide safe spaces to confront personal traumas.

"They kind of talked to us about a lot of stuff they went through.... A lot of the experiences growing up and stuff like that when they was involved in the same stuff or around the same stuff. So, it kind of make us more comfortable to share the stuff we go through because it's not like we're talking to complete strangers.
(Focus Group Participant, Black Muslim Men United for a Better Philadelphia)

CHALLENGES AND OPPORTUNITIES IN IMPLEMENTING CEG

Challenge: All CEG grantees noted the need for continued funding to sustain their antiviolence work long-term. They were anxious about the sustainability of their programs due to short-term funding cycles. They felt the pressure to continue reaching the most vulnerable people with limited funds beyond the short, one-year, grant period. The fast pace also made it challenging to implement equitable practices such as engaging the grantees in the evaluation activities, sharing materials and agendas in advance, and incorporating evaluation learnings, pivoting technical assistance, and meeting grantees where they were. A plethora of grants from other sources (e.g., Commonwealth of Pennsylvania,[32] Philadelphia Eagles,[33] Civic Coalition to Save Lives[34]) have been helpful, but crowded funding streams burden grantees with more administration, reporting, and accountability.

> ➤ **Opportunities:** Offer multi-year grants with more flexibility and more realistic deliverables and deadlines. Support collaborative and larger scale/longer-term funding initiatives between government, philanthropic, and corporate leaders to address the conditions that lead to gun violence (e.g., better schools, neighborhood improvements, and pathways to meaningful careers that lead to economic mobility).

"The fear is, is that we've set these young people up adults up for success. And then we pull the rug from under them because the funding disappears, and then that resource is not necessarily there anymore. So, a discharge plan to really make them independent and successful."
(Staff Member, Educators for Education)

Challenge: Most CEG grantees noted the pressure of identifying impact for a grant period that is too short to see change. Grantees had varying capacities to collect and analyze data and felt obligated to report on specific impact measures set forth by the City, including specific correlations between grant amounts, participant attendance, and reduction in gun violence.

The intention of the CEG initiative is capacity-building, and grantees were better positioned to build staff and program infrastructure to support participants experiencing the daily hardships of persistent gun violence than tracking if and how their programs could directly reduce gun violence rates. The nine-month engagement did not offer enough time to see real progress among grantees or allow the evaluation team to

---

[32] https://www.pccd.pa.gov/criminaljustice/GunViolence/Pages/Grants-and-Funding.aspx

[33] https://www.philadelphiaeagles.com/endphillygunviolence/

[34] https://savephillylives.org/

capture changes. While there was a desire to see impact based on clear outcomes, many of the grantees were developing outcomes or had small to no data infrastructure, so defining, measuring, and collecting outcomes was a significant undertaking; often almost impossible under the present circumstances. The initiative, however, has provided a starting point for organizations to begin working towards being able to appropriately develop outcomes and the data infrastructure needed to track, analyze, and report on activities intended to lead to those outcomes.

➢ **Opportunities:** Align expectations between the City and grantees around long-term capacity and learning. Do not tie expectations to annual compliance around measures that are often outside of the grantees' capacity and programmatic time frame. Consider the grantees' priorities when setting such expectations: should the priority be identifying and measuring outcomes, or should it be strengthening outreach, recruitment, and engagement methods? An impact study needs to be planned thoroughly: use logic models to inform measurement, then collect good quality data to measure meaningful outputs and outcomes. A planning period to align evaluation activities with data collection efforts at grantees is crucial to set up grantees for meaningful evaluations that can unpack their impacts (short-term and long-term) and inform program improvements.
.

"[we need to] focus on being a trauma-informed city and what that really means, and that kind of got dropped by the wayside.
So, some of the things that I'm looking for the city to do, that they should do, is to make an investment in this type of work, but to make a commitment. Let's talk about we're going to do this for three years minimum"
(Staff Member, EMIR)

Challenge: Some grantees described feeling disconnected, distrustful, and harmed by the performative and white supremacist power dynamic that was created at the start of the engagement. Grantees were expected to engage in what they viewed as an excessive amount of Technical Assistance (TA) and evaluation activities prescribed by the City, while they were expected to start their CEG work and immediately reduce gun violence. They received some starting funds, but many did not receive additional payments until they submitted receipts, which delayed funding and grantees' ability to do the work. CEG evaluation team and TA partners communicated regularly to align TA and evaluation activities to avoid overburdening grantees, but the communication with grantees could have been more streamlined to avoid confusion among roles and points of contact. The complexity of the vendor teams (four evaluation partners, one fiduciary, and one technical assistance provider—all coordinating independently with the City) created further confusion that took time and effort to clarify.

➢ **Opportunities:** In future initiatives, the City should strengthen its role as main communicator to the grantees and streamline the various demands across the grantees. Demonstrate trust in grantees by allowing them more engagement and decision-making power in the process.

Challenge: Some participants had difficulty accessing their CEG programs, and other participants in mandatory programs appeared disengaged with the programming offered. Specifically, some survey respondents had to choose between attending the program and taking a paid job; experienced transportation problems; or were put on a waiting list to participate in the program. Some mandatory diversion programs struggled to maintain enthusiasm among participants because of burdensome attendance requirements and strict check-in and curfew rules that were often not counter-balanced by engaging programming. For example, some focus group participants explained that they had hoped for more varied sports programming, or options to participate in field trips.

➢ **Opportunities:** The City can offer direct support for transportation, provide more stipends for participation in CEG programs, continue to support expanded services, and encourage CEG grantees to offer programming that is responsive to participant needs and interests.

Challenge: The public narrative continued to find fault in the initiative, which clouded an innovative endeavor and created distractions from the work. Within a challenging context of a high-stakes mayoral primary and rising gun violence rates, local media identified the alleged corruption of one CEG grantee who was accused of misusing funds. Even though disciplinary action and an audit of the CEG initiative spending occurred,[35] the resultant public narrative, that the CEG initiative was a mismanaged program and grantees were at fault, persisted.[36] Grantees had to defend themselves[37] against these negative misconceptions that perpetuated racist and harmful views in a city with a predominantly Black population.

➢ **Opportunities:** The City could have emphasized that this was a pilot initiative addressing systemic and long-term issues that require a certain level of testing strategies and trusting organizations' approaches. It could highlight that while the initiative is innovative, it is relying on models used successfully in other similar urban US areas. As noted in the recommendations, a media strategy to highlight some of the individuals doing the work in community could help establish a more positive narrative in the mind of the public.

Challenge: A few grantees expressed a desire to convene more often with other grantees to learn and test strategies alongside them, but they do not have the capacity to follow through with relationship building. A few organizations were looking for evaluation capacity building support to better track their program impact (i.e., hiring and training), cross-fertilization of ideas and resources, and networking among grantees to cement relationships and support participants access city-wide networks.

➢ **Opportunities:** The City can support network and coalition building. It can foster connections across common interest areas to avoid duplicating efforts and maintaining silos around the myriad of community violence initiatives occurring across Philadelphia. In Year 2 of the CEG initiative, the City can support more all-cohort convenings with open time available for connecting and relationship-building, to foster deeper connections across organizations with a shared purpose.

Challenge: All grantees recognize the urgency of the crisis—they are proximate to the trauma and desire immediate relief and solutions—yet do not feel the City is making large scale investments. Grantees were operating within an inequitable urban environment that has not had sustained investments in

---

[35] https://www.inquirer.com/news/philadelphia/philadelphia-police-benched-guns-down-gloves-up-city-antiviolence-grant-20230214.html

[36] https://www.inquirer.com/news/philadelphia-antiviolence-expansion-grant-money-waste-20230427.html

[37] https://www.inquirer.com/news/philadelphia-antiviolence-grant-money-criticism-black-advocates-20230501.html

education, employment, and housing that create safe neighborhoods. Grantees are looking to the City and its leaders to complement their work with sustained infrastructure development in neighborhood institutions. Grantees cannot be expected to receive a jolt of funding and immediately solve an epidemic that has systemic roots in racism and white supremacy.

> ➢ **Opportunities:** The City can use its leverage and convening power to bring diversified funding to strengthening urban infrastructure and addressing root causes such as education, employment, and housing needs.

RECOMMENDATIONS

Recommendations for Immediate Support for CEG Grantees

To build on the early successes and strengthen the Community Expansion Grant initiative process, we are providing the following recommendations for the City. We believe these recommendations will help the City to build a robust Community Violence Intervention (CVI) ecosystem, in which the goal of achieving and sustaining a reduction in gun violence and improving the quality of life in the communities most affected by gun violence becomes achievable.

Community Violence Intervention (CVI) programs are programs designed by gun violence prevention advocates and shaped by research, academia, and those with lived experience, to reduce homicides and shootings through trusted partnerships between community stakeholders, individuals most affected by gun violence, and government. These programs connect individuals most at risk of committing or experiencing violence—or both—with community members who have walked a similar path whom they trust or respect. Through trusted partnership with staff rooted in the communities they serve, CVI programs can identify the best services and resources to support alternative avenues to conflict resolution. These programs are most effective when they are part of a larger ecosystem: an intentionally and thoughtfully connected network of programs working in this paradigm across a city or a region in mutual support to one another, offering a full spectrum of support (i.e., prevention, intervention, enforcement, and re-entry strategies) to the communities most affected by gun violence.

Provide specialized support for individuals working directly with program participants in the community

Supporting the individuals focused on the heavy task of outreach and care for those most at risk of being impacted by violence is vital to building a healthy CVI ecosystem and should be prioritized. The public would benefit from knowing more about the difficult and critical work they do.

- Provide more training and skill building activities for frontline workers, looking to models used by the DC Peace Academy[1] and the Institute for Nonviolence Chicago[2].
- Support self-care and wellness strategies for workers to cope with stress and secondary trauma.
- Work with local media to highlight the importance of the work and those who are leading the work on the ground in communities, and that measurable change takes time.

Balance the range of services available by providing additional support for organizations using intervention strategies

- Increase funding to organizations that specialize in immediate interventions such as conflict resolution and mediation services.

Modify CEG initiative design to better sustain grantees and their work

- Offer multi-year grants to build in time for planning, allow grantees to experience and demonstrate progress, and create avenues to sustainability.
- Provide dedicated collaboration resources to each grantee so they can better coordinate their efforts and together have a greater impact.
- Provide dedicated funding for organizational capacity building, including evaluation capacity.
- Address the structural barriers in City government that have impeded the flow of dollars to grantees and vendors.
- Manage the challenge of multiple vendors (technical assistance, fiscal, and evaluator) through stronger and more streamlined communication to grantees. Recognize that grantees are under constant, real, and timely pressure, and the City can reduce grantee confusion and burden by clearly and directly communicating the vision and limitations for the work.
- Create an intentional and immediate learning culture for Year 2, in which new grantees can learn directly from returning grantees.
  - Support networking among grantees to build relationships and foster the cross-fertilization of ideas and learning.
  - Consider how networking support is designed to help overcome issues such as siloed interest areas, safety concerns around managing territorial divides and factions, and redundant and duplicative CVI efforts.

Expand City funding and energy to build CVI ecosystems

- Create a citywide task force to better align the prevention and intervention efforts needed to sustain the CEG initiative and enhance the CVI ecosystems throughout the city.
- Power map each of the targeted communities to identify the gaps in the CVI ecosystem—this will allow the city and other funders to focus their funding on building out the ecosystems in each of the communities.

The CEG initiative is one of many initiatives being supported by the City to address gun violence, and more coordination across initiatives would lead to a strengthening of the ecosystem and fewer redundancies of effort. The evaluation team recognizes that the violence experienced in Philadelphia is in part due to the proliferation of guns and the ease of access to weapons. Policy change is critical to address the epidemic of violence at a system level —policies that make guns harder to access and address root causes of poverty by creating real, accessible pathways to economic mobility within communities at heightened risk of gun violence.

CONCLUSION

The recommendations we share have emerged after one year of working as the evaluation partner with the CEG grantees and the City of Philadelphia. The evaluation of the CEG Initiative was developmental, and it grew alongside the launch of this initiative. The evaluation team views the CEG initiative as a pilot, begun with great expectations and within a complex political and socioeconomic context. We are supportive of the City's efforts to launch a bold initiative, spurred by the call from community-based organizations to invest more deeply and trustingly in communities traditionally disinvested, disenfranchised, and distrusted. It was not always a smooth process, and the grantees bore the burden of the bumps along the way as the City and its TA, fiscal, and evaluation partners developed their work in real-time while the grantee organizations continued to provide their services to communities and tragically, the city's homicide statistics continued to tick upward.

Overall, the evaluation showed a Year 1 pilot that successfully implemented an innovative approach to funding a constellation of programs proximate to the communities and individuals most likely to be impacted by violence – many historically and currently underfunded and overlooked. In the nine-month period of the grant, grantee organizations launched or expanded programs in their communities that conformed to nationally-studied promising practices for reducing gun violence, despite the many challenges presented by the complexity of the issue, the intensive work required to recruit the appropriate participants, the toll the work takes on the individuals providing services, and the difficulty organizations with limited infrastructure encountered in quickly growing their services and managing the complex requirements of the grant. Substantive learnings have emerged that can and should inform priority supports to grantees and to the design of future initiatives.

The pilot year for an innovative initiative required an openness to test strategies, take risks, and learn from missteps and even failures. It is challenging to remain open within such a high stakes situation, yet quick fixes are impossible in a crisis rooted in generations of disinvestment and systemic racism and exacerbated by a worldwide pandemic. We advocate for continuing support of the CEG grantees, since their programs offer a mix of prevention and intervention strategies, thus approaching the gun violence crisis from multiple angles and timing.

The tremendous challenges of this past year exerted pressure on the key stakeholders—the City of Philadelphia and the CEG grantees—who were under the microscope while managing intense and difficult work and pressing deadlines. The City had to balance accountability requirements with trust in the grantees' and their approaches and knowledge of their communities. The grantees had to deliver on promises made while responding to the immediate and unrelenting gun violence crisis in their communities. Meanwhile, the City's violence attracted public and political attention, increasing scrutiny and pressure.

The gun violence crisis is immediate; it is about people's lives, not politics. The CEG initiative is creating hope for a new covenant between the City administration and the organizations and individuals doing the hard, daily work of supporting those most impacted by the gun violence crisis in our communities. It has presented an opportunity to show that funding for gun violence prevention does not always need to be reactive in a crisis; rather it can be thoughtfully and intentionally designed to center those most affected, with deep attention to the needs created by generational disinvestment and systemic racism in our Black and Brown communities, establishing the foundations for a safer city. Trust and accountability must flow both ways between funder and grantee. The CEG initiative is weaving new connections, networks, and support between and among the community-based nonprofits across the city who are piloting and adapting nationally-tested models for our neighborhoods by those most deeply rooted in their specific history, culture, and needs. This opportunity can signal a fresh start to finding new solutions that can gain traction in Philadelphia and help to turn the tide on gun violence.

APPENDIX A: EVALUATION TEAM

1. **Equal Measure (Philadelphia, PA)** lead role in designing and implementing the CEG evaluation, drawing from its expertise in qualitative and quantitative methodologies, with an emphasis on equity-focused, place-based systems change in communities across the U.S. Equal Measure lead the overall evaluation implementation, the evaluation team, and reporting and communication with MDO, the Monitoring Group, and the TA and Capacity Building teams. *Leads: Eve Weiss, Senior Director, and Matthew Closter, Senior Consultant*

2. **Research for Action (Philadelphia, PA)** co-lead the planning, design, and implementation of the CEG evaluation activities, co-lead the qualitative data collection and analyses (including interview and focus group data), and lead the quantitative data collection and analyses (including program output and survey data). *Leads: Gina Arnone, Senior Research Associate, and Lindsey Liu, Research Associate*

3. **Evident Change (Madison, WI and Oakland, CA)** lead the planning, design, and implementation of the TCIG program evaluation, and support other components of the overall evaluation. *Leads: Georgina Mendoza McDowell, Senior Fellow, and Caroline Glesmann, Researcher*

4. **Cities United (Louisville, KY)** lead CEG evaluations components focused on site visits and supported other components of the overall evaluation planning and design (e.g., survey design and participation strategies). *Leads: Anthony Smith, CEO, and Latoya Delk, Community Programs Associate*

APPENDIX B. EVALUATION QUESTIONS

The evaluation team sought to answer the following questions posed by the City to understand how organizations were reaching the intended participants to engage in antiviolence intervention strategies.

1. Is the CEG-funded program reaching its intended audience (Black and Brown men and boys 16 – 34 who are highly at-risk of being involved in gun violence, such as how it is defined by READI Chicago and Group Violence Intervention)?
a. Are program staff representative of people served?
b. Is the recruitment process and procedure likely to reach the intended audience?
c. Is the program structured to provide appropriate and continuous support to its participants?
d. Are referrals available to outside services available to all participants?

2. What are the outcomes of the CEG-funded programs that are aligned with CEG goals?
CEG goals include reduction in exposure to gun violence among CEG-funded program participants, increased services and opportunities for people and communities most impacted by gun violence, and improved quality of life in communities most impacted by gun violence.
a. Based on literature review and evidence-based models to combat or reduce gun violence, are the CEG-funded program outputs expected to lead to desired outcomes? For each CEG-funded program, desired outcomes include decreased rates of gun violence victimization among CEG-funded program participants and decreased rates of gun violence perpetration among CEG-funded program participants. Other additional outcomes may include positive changes in attitude and behavior related to mental health, mental health access and/or stress scale, including anxiety, depression, PTSD, access to employment, etc.
b. To what degree does the CEG-funded program align with best practices of evidence-based models demonstrated to reduce gun violence?

3. Which organizations and program types have the greatest potential to impact the gun violence crisis?
Impact includes but may not be limited to which organizations and program types are:
a. Recruiting and retaining CEG's target audience (Black and Brown men and boys 16 – 34 who are highly at-risk of being involved in gun violence)
b. Showing outputs that are correlative with a reduction in exposure to gun violence among CEG-funded program participants.

4. How can Black-/Brown-led CEG-funded programs be best supported to serve Black/Brown communities most effectively?

APPENDIX C: METHODOLOGY

Below is an outline of CEG Evaluation activities:

Type of Activity	Activity	Purpose	Description	2022 Timeframe
Evaluation	Staff Interviews	To learn from staff about the implementation and impact of grant-funded program(s) and the outcomes being seen; to identify effective approaches that support communities most impacted by the gun violence crisis	2-4 virtual interviews, depending on size of the organization and grant	Large organizations will have 2 interviews between May – July, then 2 from September-November Small organizations will have 1 interview May-July, then 1 September-November
	Focus Groups	To explore program design and implementation from program participants' perspective	1 onsite Focus Group with 8-10 participants	September - November
	Participant Survey	To measure CEG-funded programs' outputs and understand CEG-funded programs' progress towards key outcomes.	Self-reported survey of program participants	September - November
	Output Data Collection	To collect outputs data using an online reporting database or through existing program data files	Grantee-specific data collection for each of the grantees will seek to measure or otherwise confirm a variety of indicators	September - November
Grantee Engagement and Knowledge Sharing	On Site Observations	To see firsthand program operations and connect directly with program leaders	1 visit per organization	May, July, August, or September, based on grantee availability
	Office Hours	To discuss the Evaluation Framework	The evaluation team will host 2-	Mid-August

		and answer questions about the Evaluation Activities in general	3 **optional** Office Hours for grantees to learn about evaluation activities, ask questions, and share feedback	
	One on One Grantee Meetings	To discuss and plan for organizational-specific evaluation activities: Focus Groups, Surveys, and Output Data Collection	Members of the evaluation team will schedule a 1-hour conversation to discuss the evaluation activities in more detail	Mid-August

Description of Data Analysis:

Quantitative (Output Data and Participant Survey)

Program output data:
The evaluation team conducted descriptive analysis that examined summary statistics (e.g., distribution, frequency, averages) using individual-level data on program and participant characteristics, enrollment, and engagement. The evaluation team also obtained program-level information to include as important program context and captured program outputs at the community level where available.

Participant survey:
The evaluation team launched an online survey via Qualtrics in December 2022 – January 2023. The survey collected responses from individuals who participated in Community Expansion Grant grantee programs. Survey analysis includes responses from 439 CEG participants across 26 grantees (out of 28). We received 560 responses in total and 439 of these are complete, valid responses to be used in the analysis. Incomplete responses (i.e., with fewer than 10% of questions answered) and duplicative (based on survey meta-data) were excluded from the analysis. The metadata used to flag duplicate responses includes relevant ID and fraud detection scores. Compared to the sample we obtained for the program output data across 26 grantees (N = 4,831), the survey sample included a larger share of participants who are 16 to 34 years old and who identified as Black or African American (non-Hispanic) but a smaller share of participants who identified as male or Hispanic/Latino/a/x. However, we also found more missing data in the program output data, which may have resulted in over- or underestimation of the percentages.

The evaluation team conducted descriptive analysis with the survey data, examining the distribution and frequency of survey options to understand CEG participants' perceptions and experiences.

Qualitative (Staff Interviews and Participant Focus Groups)

Interviews occurred virtually; most focus groups occurred in person at the sites (two occurred virtually). Interviews and focus groups were recorded with the participants' permission for internal notetaking and analysis purposes. All names remained confidential for anonymity. Recordings were submitted to a transcription service, like Rev.com. Transcripts were stored in NVivo (Equal Measure) and Dedoose (RFA).

The evaluation team developed a systematic Codebook for Interviews and Focus Groups with codes aligned to the Evaluation Framework and subsequent protocols. Team members coded transcripts and identified salient themes via node reports.

Themes and accompanying evidence were recorded in a Qualitative Data Collection Tool that organized information across grantees. The evaluation team used the Individual Report Template to consolidate and further synthesize themes and evidence. The mixed-methods individual report also incorporates quantitative data where available and appropriate. Grantees received their individual reports and had two weeks to review for accuracy. They provided feedback to the evaluation team, who incorporated it into the final report development.

Individual reports were used as data sources for the Comprehensive Report. The evaluation team held a series of analysis and synthesis discussions to elevate topics emerging from the Individual Reports that tell a compelling narrative of the CEG initiative across all grantees.

On-Site Observations

The site visits provided layers of insight unafforded through online interviews and focus groups. Site visitors saw the accessibility of the program, the conditions of the organization, and the people providing the services in action. Throughout the site visits with the CEG grantees, the team gathered insights into specific programming and examined the grantees' engagement with the targeted populations. The on-site observations focused on the geographic location of programs, participant access to programming, and the relationships frontline staff have with youth and adults in the programs.

Interviews, Focus Groups, and On-Site Observation Dates (all in 2022)

Table Note: N/A in a cell denotes that the grantee was not required to participate in that evaluation activity. For example, grantees that received less than $400,000 were only required to participate in two staff interviews.

Site Name	Staff Interviews				Focus Groups	On-Site Observations
	1	2	3	4		
100 Black Men of Philadelphia Region (sub-partner is Fathers Day Rally Committee)	N/A	N/A	N/A	N/A	N/A	November 16
African Family Health Organization (AFAHO)	May 12	December 8	N/A	N/A	October 25	August 23
Anti-Violence Partnership of Philadelphia	June 3	July 13	November 10	November 15	October 26	July 22
Beyond the Bars	May 13	December 1			November 9	May 23 November 15
Black Muslim Men United	May 31	July 18	July 19	October 27	November 19	August 22
Central Division Victim Services	June 2		November 28	November 28	November 15	September 21
Education Works – PowerCorpsPHL	May 26	June 3	November 18	November 21	October 4	May 23
Educators 4 Education	May 31	November 16	N/A	N/A	November 3	September 21 November 15
Epiphany Fellowship Church – Guns Down, Gloves Up	June 9	November 9	N/A	N/A	November 2	July 22
Every Murder is Real (EMIR)	June 8	August 4			-	May 25
Impact Services	May 11	July 29	December 6		November 23	May 24
ManUpPHL	May 12		N/A	N/A	November 28	May 25
Men Who Care of Germantown	May 31	December 15			November 2	May 23
Mercy Neighborhood Ministries of Philadelphia	June 3	November 30	N/A	N/A	November 21	September 21
Mothers in Charge	June 3	November 17	-	-	November 22	September 20 November 15
Mural Arts Philadelphia	May 25	December 14			September 30	July 22
New Leash on Life	May 9	November 17	-	-	October 24	May 24
Nicetown Community Development Corporation	August 25	December 15	-	-	December 14	July 20
New Options More Opportunities (NoMo)	July 11	November 17	-	-	October 24	May 25 August 23
Norris Square Community Alliance	June 16	July 14	November 29	-	October 12	July 20
OIC of America and the Careers & Academic Institute (CADI)	June 2	December 2	-	-	November 14	July 20
Somerset Community Center and Lighthouse Sports Complex	May 24	June 21	November 18		October 3	May 23
The Philadelphia Opportunities Industrialization Center, Inc.	May 31	November 18			November 8	September 20 November 15
The Urban League of Philadelphia	May 19	November 15			September 29	September 21
Timoteo Sports, Inc.	May 24	November 14			October 26	September 21 November 16
Unity in the Community	May 18	-	-	-	November 7	May 24 September 21 November 15

Uplift Solutions	June 13	October 27			November 18	July 20
Youth Outreach Adolescent Community Awareness Program (YOACAP)	June 3		November 9	December 7		August 22
YouthBuild Philadelphia	May 27	June 6	November 10		October 25	September 20

APPENDIX D: EVALUATION FRAMEWORK

The process evaluation framework is anchored across the following seven domains.

1. Engagement, Recruitment, and Retention of Program Participants: This domain examines the procedures and activities the program uses for identification and recruitment of potential participants as well as engagement and retention of participants during program involvement.
2. Assessment, Referral, and Case Management: This area focuses on how the program assesses participants' needs, makes referrals to link participants with identified needs, and supports participants' progress during program involvement.
3. Types of Services/Programming: This area describes the activities offered, supported, or created by the organization to meet organizational or program goals.
4. Staff-Related: This area examines staff-related components of the program including staff approaches to working with participants and opportunities for staff training and self-care.
5. Identification of Outcomes; Data Collection & Evaluation: This domain describes the goals or outcomes identified by the program and the collection and use of data and evaluation to inform programming.
6. Partnerships: This area identifies formal and informal relationships, linkages, and agreements that may hinder or support the development, implementation, maintenance, and success of the program. Partnerships may include the program's relationships with social service agencies, community-based providers, the community, governmental entities, and other stakeholders.
7. Sustainability: This domain explores the program's efforts to identify strategies that will sustain the program after the CEG grant ends.

The table below provides more information about the domains, the practices, and activities associated with each domain, and the anticipated alignment with the evaluation questions.

Domain	Activities/Practices Related to the Domain	Alignment with Evaluation Questions
Engagement, Recruitment, and Retention of Program Participants	Identification of an intended audience/specific population to engage in programming. Could include targeting a specific neighborhood or geographic area. Engagement and retention strategies such as: • Regular contact with potential participants and/or participants (frequency and type of contact will depend on program goals) • Social support approaches such as group or individual mentoring or life coaching to build and grow relationships with participants • Street outreach similar to models or approaches used in Gun Violence Intervention programs	1. Is the CEG-funded program reaching its intended audience (Black and Brown men and boys 16 – 34 who are highly at-risk of being involved in gun violence, such as how it is defined by READI Chicago and Group Violence Intervention)? 1b. Is the recruitment process and procedure likely to reach the intended audience? 1c. Is the program structured to provide appropriate and continuous support to its participants?
Assessment, Referral, and	Provides help with immediate needs and/or supportive services (food, transportation, rent, etc.) and/or referral to other organizations for this assistance	1c. Is the program structured to provide appropriate and

Case Management	Provides individual assessment of needs and strengths Provides case management Provides social service linkages with/referrals to other organizations, for complementary services	continuous support to its participants? 1d. Are referrals available to outside services available to all participants?
Types of Services/ Programming	Provides program activities or services such as: • Arts (performing, visual, etc.) • Cognitive behavioral therapy (CBT) programming • Mental health/behavioral health including counseling • Educational support – includes tutoring, help with GED, etc. • Economic/income – includes paid jobs/internships, job training, support with entrepreneurship, and/or stipend or other compensation to attend programming or complete goals • Intergenerational support and/or connection to culture and history • Life skills programming • Sports and recreation • Travel/trips for exposure to other opportunities and places • Violence reduction practices such as conflict mediation, crisis intervention, hospital-based responses, providing support to prevent retaliation, responding to shooting incidents onsite, and supporting victims and their families after a shooting or homicide • Other types of activities or services including innovative approaches	1c. Is the program structured to provide appropriate and continuous support to its participants? 2b. To what degree do CEG-funded programs align with best practices of evidence-based models demonstrated to reduce gun violence? 3. Which organizations and program types have the greatest potential to impact the gun violence crisis?
Staff-Related	Staff have similar lived experiences to participants Staff use a trauma-informed approach/lens to work with participants Staff have opportunities to attend professional development training, build capacity/skills Staff have access to self-care strategies/techniques to cope with and process trauma, avoid burnout, etc.	1a. Are program staff representative of people served? 1c. Is the program structured to provide appropriate and continuous support to its participants? 4. How can Black-/Brown-led CEG-funded programs be best supported to serve Black/Brown communities most effectively? 4a. What barriers exist that are limiting Black-/Brown-led CEG-

		funded programs from best serving Black/Brown communities?
Identification of Outcomes; Data Collection & Evaluation	Has identified program goals and/or outcomes the program is expected to impact or contribute to Has developed a definition of program success (e.g., how the organization knows if the program is successful or is achieving intended goals) Collects data on identified program goals or outcomes Looks at the data to inform changes or improvements to programming and services Has conducted internal or external program evaluation (prior to CEG funding)	2. What are the outcomes of the CEG-funded programs that are aligned with CEG goals? 2a. Based on literature review and evidence-based models to combat or reduce gun violence, are the CEG-funded program outputs expected to lead to desired outcomes? 2b. To what degree do CEG-funded programs align with best practices of evidence-based models demonstrated to reduce gun violence?
Partnerships	Works with one or more organizations or agencies (e.g., other nonprofits/CBOs, schools, parks and rec centers, probation, etc.) that contributes to program elements such as recruitment, referral, service delivery, etc. Has direct communication and engagement with impacted communities to identify community needs and/or identify strategies and solutions to prevent and reduce community violence	1d. Are referrals available to outside services available to all participants? 2b. To what degree do CEG-funded programs align with best practices of evidence-based models demonstrated to reduce gun violence?
Sustainability	Has identified one or more strategies to sustain the program after the CEG grant ends. This could include having more than one source of funding for the program/organization, identifying additional sources of funding (other than CEG) to pursue, developing partnerships with other organizations or universities that do similar work, identifying programs/projects that staff hired for the CEG project can do beyond this grant, etc.	4. How can Black-/Brown-led CEG-funded programs be best supported to serve Black/Brown communities most effectively? 4a. What barriers exist that are limiting Black-/Brown-led CEG-funded programs from best serving Black/Brown communities?

APPENDIX E: COMMUNITY EXPANSION GRANTS (CEG) LITERATURE REVIEW

INTRODUCTION

Violence prevention efforts are multifaceted and require the participation of diverse community stakeholders to have effective and sustainable programs, strategies, and interventions implemented throughout cities and neighborhoods. In 2021, the city of Philadelphia awarded Community Expansion Grants (CEG) through a competitive application process to 31 organizations that provide community based- violence prevention efforts throughout the city.[38] CEG-funded programs offer services and supports in areas such as behavioral health/mental health, mentoring, and workforce development, among others. Representing a core element of the city's Anti-Violence Community Partnership Grant efforts,[39] the CEG-funded programs support the goals outlined in the city's *Roadmap to Safer Communities*.

As an initial step in conducting a comprehensive evaluation of the city's Anti-Violence Community Partnership Grants, the evaluation team[40] was tasked with creating a literature review of evidence-based models that are shown to support reductions in gun violence exposure among participants and are aligned with the CEG-funded program types. Based on a preliminary review of grantees' application materials and supporting information, all CEG-funded programs appear to correspond to, or have components related to, two main evidence-based violence prevention models: 1) the public health approach, and 2) the comprehensive gang model.

The public health approach considers gun violence a public health epidemic that affects the well-being and public safety of all residents. It consists of four steps: 1) define and monitor the problem, 2) identify risk and protective factors, 3) develop and test prevention strategies, and 4) ensure widespread adoption (Centers for Disease Control and Prevention, 2022; Centers for Disease Control and Prevention, n.d.). Consistent with the city's *Roadmap to Safer Communities*, the organizations that were awarded CEG funds provide intervention services to individuals at risk of gun violence exposure or involvement, including those in the target audience of Black boys and men ages 16–34. Public health interventions emphasize prevention while understanding that a multidimensional solution is needed to assist individuals as well as address social factors that affect behavior. Outreach workers who are not affiliated with law enforcement, or trusted individuals who have credibility with those they serve, are an important component of implementing a successful public health intervention (Ervin et al., 2022).

The comprehensive gang model consists of five core strategies—community mobilization, opportunities provision, social intervention, suppression, and organizational change and development—that offer a multipronged, collaborative approach designed to prevent and reduce gang violence (National Gang Center, n.d.-a). This model is a data-based strategy intended to change youth's behaviors to reduce gang-related violence, especially in areas with high levels of this activity, and its components may overlap or intersect

---

[38] The CEG grantees for 2021 are listed in the appendix.

[39] These efforts include the Community Expansion Grants and the Targeted Community Investment Grants (TCIG). The evaluation team (described in footnote 3) will prepare a separate literature review focused on TCIG-related goals and efforts.

[40] The evaluation team consists of four organizations: Equal Measure (lead agency), Cities United, Evident Change (formerly the National Council on Crime and Delinquency), and Research for Action.

with other violence-reduction approaches such as public health and focused deterrence. Grounded in an assessment of local problems and priorities, the comprehensive gang model is flexible and adaptable to a city or community's specific needs. It focuses on accountability and relies on partnership among stakeholders such as probation, law enforcement, social service providers, and grassroots and faith-based organizations. Outreach workers or credible messengers are a key component of the model; this is also a common element of the public health approach (Ervin et al., 2022).

While the evaluation team has not yet had the opportunity to talk directly with the CEG grantees, a preliminary review of available information suggests that their CEG-supported programs consist of components from different violence-prevention models and approaches, often within an individual program. It must also be noted that additional evidence-based models have been proven effective in other jurisdictions, though they do not seem to be present in the CEG-funded organizations. Other such models include focused deterrence (or group violence intervention), faith-based approaches, transformative intervention, and crime prevention through environmental design. While these types of models or approaches may be implemented through other *Roadmap* strategies or other city-supported efforts, they do not appear to be a primary focus of CEG-funded strategies and are not included in this literature review.

METHODS

This literature review is structured to provide information about each CEG-funded program type. As noted earlier, the two program models or types considered in detail in this literature review are the public health approach and the comprehensive gang model, in particular those that align with the kinds of programming provided by CEG grantees. This programming includes behavioral health/mental health, mentoring, and workforce development services. The evaluation team's preliminary understanding of the CEG-funded programs suggests that there is often crossover with both program types in one CEG program.

For both program types, the literature review describes best-practice examples and best-practice approaches to program evaluation, including types of indicators, data collection methods, and outcomes that have been used, in particular outcomes that lead to a medium term (e.g., 1–2 years) reduction in exposure to gun violence among participants. Desired outcomes for program participants in CEG-funded programs include the following.

- Decreased rates of gun violence victimization among participants
- Decreased rates of gun violence perpetration among participants
- Positive changes in attitude and behavior related to mental health, mental health access, and/or stress scale, including anxiety, depression, PTSD
- Increased connection to mental health and victim services
- Increased employment opportunities
- Increased social skills
- Increased social cohesion

To develop this literature review, the evaluation team began by obtaining a preliminary understanding of the 31 CEG-funded programs. This included reviewing CEG application materials each grantee submitted to

the city and other supporting information such as organizations' websites or existing evaluation reports (as available). Based on this initial review and grounded in our knowledge of evidence-based gun violence prevention approaches and models, the team then consulted a range of sources to locate interventions that 1) use similar approaches and/or provide similar programming, and 2) have had one or more external evaluations conducted [in some cases, these are preliminary evaluations]. Sources consulted included the National Institute of Justice (NIJ) Crime Solutions database, the Office of Juvenile Justice and Delinquency Prevention (OJJDP) Model Programs' database, the National Gang Center's program matrix database, the Centers for Disease Control and Prevention's Division of Violence Prevention resources, and programs and publications focused on the public health approach and/or the comprehensive gang model, and in particular those that provide programming in areas such as behavioral health/mental health, mentoring, and/or workforce development. Our focus was to locate interventions that are considered promising practices, best practices, and/or effective. As noted above, due to the overall focus of CEG-funded programs, we did not concentrate on gathering information related to focused deterrence or other approaches that are not commonly applicable to CEG strategies.

At this stage of the evaluation, this literature review is not intended to include a comprehensive catalog of all evidence-based or best-practice interventions that align with CEG-funded approaches and programs. Rather, it seeks to provide a preliminary foundation for understanding how CEG grantees' efforts relate to or complement existing program models and interventions. The evaluation team plans to update this literature review once we have a more thorough understanding of CEG-funded efforts.

The literature review also includes a summary of best practice guidance on how to define and identify CEG's intended audience (Black men and boys ages 16–34 who are at high risk of being involved in gun violence) most accurately.

KEY FINDINGS

Alignment of CEG-Funded Programs with Evidence-Based Models and Approaches

This section describes how CEG-funded programs appear to align with evidence-based models of and approaches to gun violence exposure including examples of best practices. The interventions included in this section are listed in the table below.

INTERVENTIONS HIGHLIGHTED IN THE LITERATURE REVIEW		
INTERVENTION	**LOCATION**	**ALIGNMENT WITH EVIDENCE-BASED MODEL AND/OR APPROACH**
Advance Peace	Multiple locations including Richmond, Sacramento, and Stockton, CA	Public health
Chicago CRED	Chicago	Comprehensive gang model
Healing Hurt People	Multiple locations including Philadelphia	Public health
Musical Intervention	New Haven, CT	Public health
Oakland Unite	Oakland, CA	Comprehensive gang model
READI Chicago	Chicago	Comprehensive gang model

INTERVENTIONS HIGHLIGHTED IN THE LITERATURE REVIEW		
INTERVENTION	**LOCATION**	**ALIGNMENT WITH EVIDENCE-BASED MODEL AND/OR APPROACH**
Safe and Successful Youth Initiative	Massachusetts, multiple cities including Boston	Comprehensive gang model
Wraparound Program	San Francisco	Public health, hospital-based intervention program

PUBLIC HEALTH APPROACH

Hospital-based Violence Intervention Programs

As a branch of the trauma-informed public health model, the hospital-based violence intervention program aims to prevent and reduce the reinjuring and reoffending of individuals by targeting individuals experiencing the epidemic disease at the time of initial injury. This approach provides intensive, culturally competent, and individualized case management to assess those at a higher risk of reinjury through structured screening processes within trauma centers or emergency rooms (Corbin et al., 2011; Evans & Vega, 2018; Juillard et al., 2016). Central Division Victim Services is one CEG-funded program that uses a hospital-based intervention approach.

BEST PRACTICE EXAMPLE THAT USES THIS MODEL

Wraparound Program, San Francisco General Hospital

The Wraparound Program implemented at San Francisco General Hospital, a Level 1 trauma center that captures 97% of city-wide injuries, targets city residents ages 10–35 who are seen in the emergency department and are at high risk for violent reinjuries such as gunshots, stabbings, or direct assaults. In identifying those appropriate for the intervention, individuals whose injuries result from domestic violence, abuse, or self-infliction do not fit the criteria for these services. The high-risk level of an individual is determined through critical bedside assessments, which identify factors such as the potential participant's previous exposure to violence, family circumstances, and connection with people who have been injured or incarcerated (Juillard et al., 2016). The program assists participants in areas such as housing, mental health services, medical care, employment, education, and legal services (Decker et al., 2020). In addressing the effectiveness of hospital-based violence intervention programs, a longitudinal therapeutic study on the Wraparound Program analyzed baseline data from 2000 to 2005, which showed that the violent reinjury rate for gun violence throughout the city was 8.4%. Following implementation of the Wraparound Program from 2005 to 2014, violent reinjury decreased to 4.9% (Juillard et al., 2016).

Therapeutic Landscapes

Therapeutic landscapes are non-clinical spaces used to decrease social isolation through support and resources. This approach incorporates the opportunity to build creative expressive techniques such as art and music grounded in clinical settings. The creative expressive techniques enhance participants' "cultural perspective, allowing people to explore emotions tied to community and interaction, perceive a sense of belonging, and create meaning through art" (Kriegel et al., 2022, p. 8).

BEST PRACTICE EXAMPLE THAT USES THIS MODEL

Musical Intervention

The inclusion of Musical Intervention, a public space in New Haven, Connecticut, in therapeutic landscapes is both an organization and a model constructed in the mental health and citizenship model. Services include musical workshops, open mic nights, special performances, drop-in hours for songwriting, musical rehearsals, and public social events (Kriegel et al., 2022).

Using qualitative inquiry to evaluate Musical Intervention and understand its impact and effectiveness, 83 participants were surveyed, and 21 were interviewed. The study also included a three-month ethnographic observation of Musical Intervention's headquarters. The findings of the study suggest that participants in non-clinical spaces and Musical Intervention assist in building a unified social community, allowing participants to develop and redevelop identities and grow coping skills using music and art (Kriegel et al., 2022).

While no specific research has been found on Musical Intervention's ability to decrease gun violence directly, CEG-funded programs such as Beyond the Bars have been sponsored for funding by the Children's Hospital of Philadelphia Center for Violence Prevention as a promising community partner-research collaborator. Other CEG-funded programs, like Mural Arts Philadelphia, create unique spaces and in-depth curriculum with project-based learning opportunities.

Advance Peace Model

Advance Peace is a community-based organization and model that focuses on minimizing gun violence by providing trauma-informed, healing-centered, and anti-racist approaches grounded within its Operation Peacemaker Fellowship curriculum. The 18-month program targets trauma related to Adverse Childhood Experiences and Adverse Community Environments (ACEs) that disproportionately impact people of color and low-income populations. The model utilizes formerly incarcerated street outreach mentors or violence interrupters to create and engage in LifeMAP goals for participants, conflict mediation, social service navigation, and life skills classes. The street outreach mentors are critical components of the model as they are individuals highly influential to and knowledgeable of the gun violence within the area (Corburn et al., 2021, National Institute for Criminal Justice Reform, 2021). Put It Down Philly is one example of a CEG-funded program that uses components similar to the Advance Peace model. Its mission is to break the cycle of community violence by working with men ages 18–30 who are most at risk of being involved in gun violence.

BEST PRACTICE EXAMPLES THAT USE THIS MODEL

The effectiveness of the Advance Peace Model is seen through its implementation in three California cities, Richmond, Stockton, and Sacramento. In 2019, the Advance Peace model led to approximately 6,000 engagements by street outreach workers, resulting in hundreds of referrals to social services, interruption of multiple conflicts that could have possibly resulted in more significant scale incidents of violence, and the prevention of 16 or more shootings (Corburn et al., 2021). In another study, researchers used quasi-experimental methods that analyzed and generalized the pre- and post-intervention effectiveness of firearm and non-firearm violence in Richmond. Trends for pre-implementation outcomes suggest that health data versus crime data were the best model predictor. In contrast, post-implementation outcome predictors of the Peacemaker Fellowship program suggest a 55% (health data) and 43% (crime data) decrease in firearm-

related homicides and assaults. While increases in non-firearm homicides and assaults by 16% (health data) and 3% (crime data) were also observed, statistical testing eliminated the decrease and increase of firearm and non-firearm homicides and assaults to randomized chance (Matthay et al., 2019).

Other Public Health Interventions

HEALING HURT PEOPLE

Healing Hurt People began as a hospital-based violence intervention program. As part of the public health model, grounded in the Sanctuary Model, Healing Hurt People is an evidence-supported, trauma-informed practice for providing services to young people who are injured through violence (Blatt Press, 2020). The Sanctuary Model builds the safety of individuals' emotional capacity, acknowledges the loss experienced with violent injury, and encourages future healing from the incident. Services include trauma-informed assessment, supportive service navigation and case management, one-on-one mentoring, psychoeducational groups, and weekly case review by an interdisciplinary team (Corbin et al., 2011). It has been noted as an emerging evidence-practice by the National Child Traumatic Stress Network and the California Evidence-Based Clearinghouse (Corbin et al., 2011). A CEG-funded program, Education Works & PowerCorpsPHL, uses an abbreviated version of the model and also incorporates services intended to increase economic equity through education training programs and job placement opportunities.

COMPREHENSIVE GANG MODEL

Within the five components of the comprehensive gang model (described in the Introduction section of this literature review), at least two components suggest alignment with current best-practice efforts to reduce gun violence and with CEG-funded grantees' intended programming. These components, as stated in the comprehensive gang model, are as follows (National Gang Center, n.d.-a; National Gang Center, 2010).

- **Opportunities Provision:** The development of a variety of specific education, training, and employment programs targeting gang-involved youth.
- **Social Intervention:** Youth-serving agencies, schools, street outreach workers, grassroots groups, faith-based organizations, law enforcement agencies, and other criminal justice organizations reaching out and acting as links between gang-involved youth and their families, the conventional world, and needed services.

Approaches for opportunities provision and social intervention that are used or adapted by the best- practice programs described in this section include one or more of the following: 1) identification of individuals at high risk of gun violence involvement is based on various information sources, including street outreach; 2) outreach efforts provide a way for staff to develop trust with and link individuals to resources and services; 3) education and workforce development opportunities are provided in coordination with access to social services; and 4) outreach staff and other program staff facilitate individuals' access to a range of services designed to enhance their prosocial skills and meet their social, educational, employment, and mental health needs (National Gang Center, 2010).

A number of CEG-funded programs appear to have adapted aspects of one or more of these components, including those offered by Impact Services, Nicetown Community Development Corporation (CDC), Philadelphia Opportunities Industrialization Center (OIC), and Urban League of Philadelphia.

Best Practice Examples that Use this Model

CHICAGO CRED

Chicago CRED (Create Real Economic Destiny) seeks to achieve a transformative decrease in local gun violence. CRED outreach staff draw on their knowledge of community members, along with current information on shootings and conflicts, to both identify individuals who are at high risk of involvement in gun violence and encourage enrollment in CRED. Program components include street outreach, life coaching, trauma counseling, education, and job training and readiness (Northwestern Neighborhood & Network Initiative, 2021).

Outcomes from a preliminary evaluation of CRED indicate that the program has positive impacts on participants' educational attainment; for example, 63% of participants who did not have a high school diploma earned them through CRED. Preliminary pre- /post-outcome data, which covers the time period of 18 months prior to CRED participation (pre) and 18 months following program participation (post), found reductions in two notable areas: 1) the number of fatal and non-fatal gunshot injuries experienced by CRED participants, with a decrease of nearly 50%; and 2) the number of participants' arrests for violent crimes,[41] a drop of 48%. Although these early results are promising, researchers did not see statistically significant program effects when using a quasi-experimental design that compared CRED participants to more than 5,000 similar young men in Chicago who did not participate in CRED or other outreach efforts (Northwestern Neighborhood & Network Initiative, 2021). To assess the program's impact in three main areas—*1) changes in levels of violence and victimizations, 2) educational and employment outcomes*, and *3) general experiences of participants*—researchers plan to continue the evaluation using data collection approaches such as interviews with participants, observations of CRED's outreach activities, and analyses of public safety and CRED programmatic data (Northwestern Neighborhood & Network Initiative, n.d.).

OAKLAND UNITE

Oakland Unite is a multifaceted violence-reduction strategy in Oakland, California. A core component of this city-administered initiative focuses on providing services, including life coaching and support with education and employment, to youth and young adults at high risk for gun violence exposure or involvement. Life coaching is provided by community-based organizations and pairs program participants with individuals who have similar life experiences, with services such as mentoring through intensive engagement, safety planning, and referrals to social services. In addition, youth participants receive support engaging in school and completing probation requirements (Gonzalez et al., 2021).

An evaluation of Oakland Unite's life coaching programs from 2016 to 2019 indicated positive results for various well-being outcomes. For example, during a 30-month follow-up period, youth life coaching participants were more likely to be enrolled in school and more likely to graduate from high school than a comparison group of similar youth. In addition, youth and young adult participants described the strong connections they developed with their life coaches and the support they received from their coaches—such as developing life skills and setting and meeting personal goals—as benefits of the program. Regarding contact with law enforcement, youth participants experienced an initial reduction in the likelihood of being arrested for a violent offense; however, this reduction did not continue during the 30-month study period.

---

[41] The study defined violent crimes as homicide, manslaughter, criminal sexual assault, robbery, aggravated assault, aggravated battery, simple assault, and simple battery.

Young adult participants were less likely than a comparison group to be arrested for a violent offense after 12 months, although this trend lessened over time; greater positive impacts related to law enforcement contact were observed for individuals referred by Oakland's Gun Violence Reduction Strategy, which is their version of Ceasefire and represents a primary referral source for the program (Gonzalez et al., 2021).

READI CHICAGO

READI (Rapid Employment and Development Initiative) Chicago provides individuals at high risk of gun violence involvement with employment services including up to 18 months of paid transitional jobs, cognitive behavioral therapy (CBT), and supportive services.[42] READI locates eligible participants through referrals from community-based organizations, criminal justice system partners, and the Service Provision Risk Assessment, which was designed to support violence prevention organizations in identifying individuals at high risk for gun violence involvement and connecting them with services and supports (READI Chicago, Heartland Alliance, May 2021; University of Chicago Urban Labs/Crime Lab, March 2021).

As part of an ongoing evaluation that uses a randomized control trial design, early findings based on individuals who completed 20 months of programming indicate that READI Chicago is successfully identifying its intended audience of people at high risk of gun violence involvement. For example, in an analysis of 2,014 men in the program, about one-third (35%) had been shot at least once prior to READI Chicago participation. In addition, READI Chicago is keeping participants engaged in programming over time. Reasons suggested for ongoing engagement include the opportunity to earn a wage, connections created with program staff, and access to, and application of, CBT concepts and skills. Finally, preliminary outcome data after 20 months suggest that individuals in the program are 80% less likely to be arrested for a shooting or homicide (READI Chicago, Heartland Alliance, May 2021).

SAFE AND SUCCESSFUL YOUTH INITIATIVE

The Safe and Successful Youth Initiative (SSYI) is a community-based strategy implemented in multiple cities across Massachusetts, including Boston, that are identified as having the highest per capita rates of violent crime. SSYI engages young people who are at high risk for involvement in gun violence. Local law enforcement agencies, which serve as the fiscal agent for SSYI, identify and refer potential SSYI participants to community-based organizations for services and supports; however, there is not SSYI -driven law enforcement participation after the referral stage. Through community-based mentoring and ongoing case management, SSYI emphasizes skill building and opportunities for prosocial growth in areas such as behavioral health, education, and workforce development (Campie et al., 2020).[43]

Studies of SSYI have shown statistically significant reductions in violent crimes in cities that implement SSYI compared to cities that did not. For example, Campie et al. (2017) found that the cities implementing SSYI had an average decrease of 2.8 violent crimes each month per 100,000 residents over an eight-year period compared with 30 other cities in Massachusetts. In addition, SSYI appears to connect participants with staff and services that positively impact them. About 75% of participants responding to a survey reported that they trust SSYI staff "a lot," 59% reported that SSYI staff helped them resolve problems, and 58% reported

---

[42] As stated in the city's *Roadmap to Safer Communities*, a transitional jobs effort that includes implementation of the READI model will be piloted in Philadelphia (City of Philadelphia, 2021).

[43] All SSYI sites are provided with capacity building related to workforce development by the initiative's technical assistance partner, Commonwealth Corporation (Campie et al., 2020).

that the SSYI staff member who first connected with them about the program became like a mentor to them. In addition, 62% of survey respondents reported that since joining SSYI they feel more positive about themselves and their futures (Campie et al., 2020). Feedback from SSYI participants also indicated that the workforce component, especially access to consistent paid employment, was perceived as a key benefit of the program (Campie et al., 2017). SSYI is rated as a "promising practice" in NIJ's Crime Solutions database and OJJDP's Model Programs Guide.

Defining and Identifying CEG's Intended Audience

As an additional part of this literature review, the evaluation team was tasked with identifying best practice guidance on how to define and identify the CEG's intended audience (Black men and boys ages 16–34 who are highly at risk of being involved in gun violence). Before planning an intervention, an accurate description of the violence-related problem is needed; relevant data must be gathered from a variety of sources. This description will help identify who is most affected by the problem and where the problem occurs most frequently (Thornton et al., 2002). Both quantitative and qualitative data should be reviewed to better describe the problem of violence across the city. Quantitative data may be obtained through various sources, including city/county departments, police records, local health departments, and emergency room records, to name a few. These data sources will help identify the "hot spots" across the city, such as where boys and men are at risk of being directly or indirectly involved with and/or impacted by violence. "Hot spots" are narrowly delineated locations such as street segments, intersections, and street corners that are disproportionately the sites of violent crime (Chandler, 2017).

Qualitative data may be obtained from community members through interviews, surveys, focus groups, and other methods to hear directly from those most impacted. Outreach workers, or other trusted individuals from the community, may also provide qualitative data that would help identify boys and men who may be part of the grantees' intended audience. An example of this deep familiarity with the local community and issues faced by residents in neighborhoods with high levels of gun violence is a core approach of how the Richmond, California Office of Neighborhood Safety (ONS) operates. ONS outreach workers, most of whom grew up in Richmond and had prior involvement with gun-related activity in the same neighborhoods, have extensive on-the-ground knowledge of virtually all facets of the lives of the young men identified as most likely to be involved in gun violence, including where each young man lives and spends his time; his current activities, such as working or attending school; his important relationships; and information related to his contact history with law enforcement (Wolf et al., 2015).

The National Gang Center's Strategic Planning Tool (SPT) is an electronic tool to assist communities in assessing their gang problems and planning strategies to address them. The SPT consists of four components: risk factors, planning and implementation, program matrix, and community resource inventory. Though not all components may be wholly relevant for purposes of this literature review, the "risk factors" component could be useful for purposes of "finding empirical indicators of individual risk factors and potential data sources for community-level measurement of risk factor prevalence." (National Gang Center, n.d.-b) The SPT is designed to complement implementation of the comprehensive gang model. Both quantitative and qualitative data are critical and are complementary to best define the scope of the problem and identify individuals who are at high risk of being involved in gun violence.

DISCUSSION

Each city is unique, and the application of appropriate models and interventions to address needs will look different in each community. This appreciation requires needs assessments to gather and analyze data to identify priorities. The city of Philadelphia has captured these data-informed priorities in its *Roadmap to Safer Communities,* which outlines four key goals: 1) connected and thriving young people, 2) strong community engagement, 3) coordinated city services, and 4) safe and healthy neighborhoods.

Once priorities such as the goals stated in the city's *Roadmap* have been determined, defining and identifying the target audience is an important first step before implementing an intervention. This process includes collecting and analyzing quantitative and qualitative data to tailor the interventions to those who are most at risk of gun violence. According to the city's *Roadmap*, as in many communities, a small number of individuals contribute to most gun crimes, as "2% of known individuals continue to be perpetrators of 80% of gun crimes in Philadelphia's violence hotspots" (City of Philadelphia, 2021). Through the collection of quantitative data like government and police records, as well as qualitative data such as community surveys and interviews, the scope of the problem and those who are most directly impacted are identified. As discussed earlier in this document, the target audience for the Community Expansion Grants was identified as Black men and boys ages 16–34 who are at high risk of being involved in gun violence. Different neighborhoods will have different priorities and a mix of risk factors, which helps organizations offer the type of protective factors and interventions needed to make meaningful impacts in targeted neighborhoods.

The intervention services provided by the 31 CEG grantees are intended to help reach the *Roadmap* goals by providing services and resources that support individuals and neighborhoods in decreasing the risk of gun violence. CEG-funded programs will contribute to the citywide violence-reduction interventions and strategies as they assist with efforts across different neighborhoods in the city. It is also important to recognize that the CEG-funded programs are operating in the context of other concurrently implemented violence- prevention and reduction efforts in the city, including those described in the *Roadmap*, which is "focused on key interventions that address the most at-risk individuals as well as prevention measures in neighborhoods most deeply impacted" and the city's large-scale investments in health and education.

With this context in mind, this literature review summarizes two main evidence-based violence-prevention strategies—the public health approach and the comprehensive gang model—and provides best practice examples of their implementation with intended populations and desired outcomes that are similar to CEG-funded programs. The evaluation team's initial review of available information indicates alignment between the public health approach and the comprehensive gang model with CEG-funded programs. In practice, an organization may implement elements of both the public health approach and the comprehensive gang model in a single program, as these strategies tend to overlap or complement each other, and a similar overlap appears to exist in many CEG-funded programs.

The research on the best practice examples included in this literature review are at various stages of evidence gathering, depending on the duration of the evaluation effort, and use various types of measurement and data collection to explore program impact. Outcomes include pre- /post-program implementation data, collected at the community or participant level, to examine rates of violent injury and reinjury, firearm-related homicides and assaults, and arrests for violent crimes. Individual-level well-being outcomes analyzed include connections that participants develop with program staff as well as participants' educational attainment and access to employment. Another type of outcome is the number of engagements by street outreach workers and the subsequent impact of this engagement, such as interruption of multiple conflicts that may have led to more significant incidents of violence.

CONCLUSION

By providing a foundation of evidence-based approaches and promising practices for gun-violence prevention, including a range of evaluation strategies, this literature review will help inform and guide the evaluation team's assessment of CEG-funded efforts within the context of strategies outlined in the city's *Roadmap*. The team also hopes this review contains useful information for the CEG grantees themselves. At this initial phase of the evaluation, this review is not intended to provide information about all evidence-based or best-practice interventions that align with CEG-funded approaches and programs. Instead, it provides a preliminary basis for understanding how CEG grantees' efforts relate to existing program models and interventions. As the evaluation team gains more familiarity with the CEG-funded programs, the team plans to update this review with additional relevant information.

LITERATURE REVIEW REFERENCES

Blatt Press, J. (2020, February 11). Nurturing tomorrow's workforce. *The Philadelphia Citizen.* https://thephiladelphiacitizen.org/powercorpsphl-philadelphia/

Campie, P., Petrosino, A., Read, N., Fronius, T., Guckenburg, S., Siwach, G., & Pakstis, A. (2020, Fall). The Massachusetts Safe and Successful Youth Initiative: A promising statewide approach to youth gun and gang violence prevention. *Translational Criminology*, 7–9.

Campie, P. E., Read, N. W., Fronius, T., Siwach, G., Kamto, K., Guckenburg, S., Briggs, O., Persson, H., & Petrosino, A. (2020). *Safe and Successful Youth Initiative (SSYI) evaluation: 2018–19 final programmatic report.* Massachusetts Executive Office of Health and Human Services.

Campie, P., Petrosino, A., Fronius, T. & Read, N. (2017). *Community-based violence prevention study of the Safe and Successful Youth Initiative: An intervention to prevent urban gun violence*. American Institutes for Research. Washington, DC.

Centers for Disease Control and Prevention. (2022). *The public health approach to violence prevention*. https://www.cdc.gov/violenceprevention/about/publichealthapproach.html

Centers for Disease Control and Prevention. (n.d.) *The public health approach to violence prevention*. https://www.cdc.gov/violenceprevention/pdf/PH_App_Violence-a.pdf

Chandler, A. (2017). *Interventions for reducing violence and its consequences for young black males in America: A Cities United report.* Cities United.

City of Philadelphia (2019). *The Philadelphia roadmap to safer communities. January 2019-January 2023*.

City of Philadelphia (2021, Spring). *The Philadelphia roadmap to safer communities: Update.*

Corbin, T. J., Rich, J. A., Bloom, S. L., Delgado, D., Rich, L. J., & Wilson, A. S. (2011). Developing a trauma-informed, emergency department–based intervention for victims of urban violence. *Journal of Trauma & Dissociation, 12*(5), 510–525. https://doi.org/10.1080/15299732.2011.593260

Corburn, J., Boggan, D., & Muttaqi, K. (2021). Urban safety, community healing & gun violence reduction: The Advance Peace model. *Urban Transformations*, *3*(1), 5. https://doi.org/10.1186/s42854-021-00021-5

Decker, H. C., Hubner, G., Nwabuo, A., Johnson, L., Texada, M., Marquez, R., Orellana, J., Henderson, T., Dicker, R., & Plevin, R. E. (2020). "You don't want anyone who hasn't been through anything telling you what to do because how do they know?": Qualitative analysis of case managers in a hospital-based violence intervention program. *PloS One*, *15*(6), e0234608. https://doi.org/10.1371/journal.pone.0234608

Ervin, S., Robin, L., Cramer, L., Thompson, P. S., Martinez, R., & Jannetta, J. (2022). *Implementing youth violence reduction strategies: Findings from a scan of youth gun, group, and gang violence interventions*. The Urban Institute, Justice Policy Center.

Evans, D. N., & Vega, A. (2018). *Critical care: The important role of hospital-based violence intervention programs*. Research and Evaluation Center, John Jay College of Criminal Justice, City University of New York.

Gonzalez, N., Larkin, N., Demers, A., & D'Agostino, A. L. (2021). *Oakland Unite 2016–2020 comprehensive evaluation: Implementation and impacts of youth and adult life coaching.* Mathematica.

Juillard, C., Cooperman, L., Allen, I., Pirracchio, R. Henderson, T., Marquez, R., Orellana, J., & Texada, M. (2016). A decade of hospital-based violence intervention: Benefits and shortcomings. *Journal of Trauma and Acute Care Surgery*, *81*(6), 1156–1161.

Kriegel, L. S., Bernard, P., Fraser, E. R., Maclean, K., Noonan, C., Crespo, M., Schmidt, R., Bruce, L., Cole, R., Rowe, M., & Bellamy, C. D. (2022). Public spaces as transformative creative wellness spaces: An evaluation of Musical Intervention. *Social Work in Mental Health, 20*(1), 6–25.

Matthay, E., Farkas, K., Rudolph, K. E., Zimmerman, S., Barragan, M., Golin, D. E., & Ahern, J. (2019). Firearm and non-firearm violence after Operation Peacemaker Fellowship in Richmond, California, 1996–2016. *American Journal of Public Health, 109*(11), 1605–1611.

National Gang Center. (n.d.-a) About the OJJDP Comprehensive Gang Model. https://nationalgangcenter.ojp.gov/comprehensive-gang-model/about

National Gang Center. (n.d.-b) NGC Strategic Planning Tool. https://nationalgangcenter.ojp.gov/about/strategic-planning-tool

National Gang Center. (2010). *Best practices to address community gang problems: OJJDP's Comprehensive Gang Model.* US Department of Justice.

Northwestern Neighborhood & Network Initiative. (2021, August 25). *Reaching and connecting: Preliminary results from Chicago CRED's impact on gun violence involvement.* Institute for Policy Research Rapid Research Report.

National Institute for Criminal Justice Reform. (2021). *Effective community-based violence reduction strategies.*

Northwestern Neighborhood & Network Initiative. (n.d.) *Research and evaluation of Chicago CRED: Project summary*. https://n3networks.northwestern.edu/social-network-analysis-and.

READI Chicago, Heartland Alliance. (2021, May). *READI Chicago evaluation finds reductions in shootings and homicides*. https://www.heartlandalliance.org/wp-content/uploads/2021/07/READI-Chicago-Mid-Study-Analysis-May-2021-FV.pdf]

Thornton, T. N., Craft, C. A., Dahlberg L. L., Lynch B. S., & Baer, K. (2002). *Best practices of youth violence prevention: A sourcebook for community action (Rev.).* Centers for Disease Control and Prevention, National Center for Injury Prevention and Control.

University of Chicago Urban Labs/Crime Lab. (2021, March). *Service Provision Risk Assessment: Guiding violence reduction through predictive analytics*. https://urbanlabs.uchicago.edu/programs/readi

Wolf, A. M., Del Prado Lippman, A., Glesmann, C., & Castro, E. (2015). *Process evaluation for the Office of Neighborhood Safety*. National Council on Crime and Delinquency.

APPENDIX F. CHART OF COMMON ANTIVIOLENCE MODELS

Anti-Violence Models	Summary	Strengths
Community Expansion Grant (CEG)	City of Philadelphia directly funded and supported organizations that are focused on reducing violence through trauma-informed healing and restorative practices and safe havens and mentorship.	By targeting funding towards proven community-based organizations, the City is putting this money in the hands of organizations with a proven track record of delivering quality, culturally relevant services while making sure those applying already have the infrastructure in place to be successful. The focus of the Community Expansion Grants is to provide direct trauma-informed healing and restorative practices or safe havens and mentorship programs.
Community-Based Violence Intervention (CVI)	CVI programs work to reduce homicides and shootings through trusted partnerships between community stakeholders, individuals most affected by gun violence, and government. These programs connect individuals most at risk of committing or experiencing violence—or both—with community members who have walked a similar path whom they trust or respect. Through trusted partnership with staff rooted in the communities they serve, CVI programs can identify the best services and resources to support alternative avenues to conflict resolution.	CVI programs address disparities in gun violence rates among Black and Brown men compared to their population by focusing resources and support toward communities and individuals most affected by gun violence to address the root cause, rather than relying on carceral measures that ultimately exacerbate community safety issues
PA Violence Intervention & Prevention (VIP)	Supports grants and technical assistance to address community violence throughout the Commonwealth, with a focus on preventing and intervening with gun and group-related violence.	'Community violence' is defined as intentional interpersonal violence (e.g., gun violence, group-related violence) in areas of Pennsylvania with high rates of violent crime using Uniform Crime Report offense data or similar local crime statistics.
Group Violence Intervention (GVI)	GVI relies on a multi-pronged approach: (1) offers of social services and support to at-risk group members; (2) focused deterrence messaging and law enforcement sanctions in response to violence; and (3) community-	The current implementation of GVI in Philadelphia has produced reductions in firearm violence at the group-unit level and at the census tract-level during the period

	rooted messaging that sets standards and norms against violence.	between January 2020 and the end of the study period, May 2022.
Community Crisis Intervention Program (CCIP)	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.	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, those at risk for or involved in violent conflicts
Community Violence Intervention and Prevention (CVIP)	Uses evidence-informed strategies to reduce violence through tailored community-centered initiatives. These multidisciplinary strategies engage individuals and groups to prevent and disrupt cycles of violence and retaliation and establish relationships between individuals and community assets to deliver services that save lives, address trauma, provide opportunity, and improve the physical, social, and economic conditions that drive violence.	Has guiding principles that are: - community-centered - equitable and inclusive - evidence-informed - effective and sustainable

APPENDIX G: CEG PARTICIPANT SURVEY ANALYTIC MEMO

The CEG participant survey was administered at 26 out of 28 grantees. Two grantees were not able to complete the survey administration. This analysis includes responses from 439 CEG participants across 26 grantees. Compared to the sample we obtained for the program output data across 26 grantees (N = 4,831), the survey sample included a larger share of participants who are 16 to 34 years old and who identified as Black or African American (non-Hispanic) but a smaller share of participants who identified as male or Hispanic/Latino/a/x. However, we also found more missing data in the program output data, which may have resulted in over- or underestimation of the percentages.

SURVEY SAMPLE DESCRIPTION

- 59% of respondents identified as male, 38% identified as female, while a small number (<3%) identified as non-binary or another gender.
- 80% of respondents surveyed identified as Black or African American (non-Hispanic) and 13% identified as Hispanic/Latino/a/x. Others identified as multi-racial, Native American/American Indian, Asian/South Asian/Pacific Islander, White or Caucasian, etc.
- Most respondents (69%) are between 16 and 34 years old. The proportions of respondents who are 15 and under or 35 and over are similar, 14% and 17% respectively.
- *Focal population: 40% (175 individuals) of the survey respondents were from the population the initiative is prioritizing: Black and Brown boys and men between 16 and 34 years old.
- About half of the respondents (51%) reported that they have completed high school, trade school, or a higher level of education.
- The top ten zip code areas the respondents resided in at the time of survey completion are 19143, 19124, 19121, 19134, 19131, 19140, 19104, 19142, 19132, and 19139. About 65% of respondents (out of 361) reported currently living in these ten zip code areas. In total, we received responses from participants residing in 43 different zip code areas in the city and surrounding areas.

SUMMARY FINDINGS BY TOPICS

Participation

- Respondents mostly started participating in the last year (81%) and some respondents first started a year ago (19%).
- Most respondents attended the program daily to weekly (83%). 7% of respondents engaged in the CEG-funded programming only once.
- Most respondents participated in CEG-funded programming in person (76%); followed by 15% that participated virtually; and the rest (9%) participated in a mix of in-person and virtual programming.
- *Focal population: The proportions are similar for Black and Brown boys and men between 16 and 34 years old. (i.e., 80% started participating in the last year, 83% attended daily to weekly, and 85% participated mostly in person).

Outreach

- Respondents first heard about the CEG-funded programming that they engaged in via various ways: mostly through personal connections, knowing someone working at or attending the CEG program (23% and 22% respectively); followed by online information (20%), direct outreach by the program (18%), referrals from another program/agency (18%), and other (13%) such as families and friends, schools, or a flyer in the community. Only a small share of respondents (7%) were required to participate in the CEG program by a judge or district attorney.

Perceptions of programming

- Most respondents (87%) agreed or strongly agreed that the services and activities offered, and the program staff were useful or helpful resources for them. 87% agreed that the staff were available and accessible when needed. 72% reported that the program staff have similar backgrounds and experiences to them. Almost all (91%) reported that the staff treated them with trust and respect.
- Further analysis showed that respondents who engaged more frequently were more likely to report that the services/staff were useful/helpful to them.
- Most respondents agreed or strongly agreed that they learned skills through the CEG-funded programming. Specifically, 79% received job/employment training, and 86% had an opportunity to learn or grow skills that are not job/employment oriented. A small share of respondents reported that they did not receive job/employment training through the CEG-funded program (9%) or that they were provided with other useful skills (8%).
- Most respondents (over 74%) reported that they had a positive program experience in terms of social relationships (e.g., feeling safe, feeling trusted and respected, and having friends in the program). Few respondents (about 5%) did not report feeling safe, trusted and respected by the staff, or liking other participants. 9% of respondents reported not having friends in the CEG-funded program.
- *Focal population: On this topic, the proportions of these items are similar for Black and Brown boys and men between 16 and 34 years old.

Services offered/received/accessed

- 70% of participants (out of 382) reported that they or someone close to them had experienced violence in their community. 13% of the total survey sample chose not to answer this question.
  - For the participants who reported that they or someone close to them has experienced violence in their community: the majority (91%, out of 266) were connected with services and supports to help them cope with those experiences.
    Less than 10% of them were not connected to supports or services to help them cope with those experiences.
  - Among those who received supports and services to help them cope with the traumatic experiences of gun violence, respondents reported receiving: 1) information about victim's rights; 2) assistance with obtaining basic needs such as emergency food or housing; 3) expungement services; 4) support applying for the Victims Compensation Assistance Program (VCAP); 5) support during court proceedings; and 6) assistance with writing and/or giving a victim impact statement (ordered by the number of respondents reported receiving each service/support, from 86% to 52%).
- About one-third of respondents (35%, out of 396) asked for counseling services during their participation in the CEG-funded programs, and almost all of them (96%, out of 140) were connected with counseling services by their program. 4% of participants were not provided with counseling services though they asked for it.
  - Services offered to these participants included referrals to receive counseling or other mental health services (40%); counseling sessions, individual or group (38%); skills development to help deal with emotional well-being and expressing feelings (49%).

Program outcomes

- Most respondents (over 77%) learned about job skills or received job training during the program and/or were incentivized to participate in the CEG program (76%). Slightly more than half of the respondents got a job or internship through the CEG program (52%).
- In addition to job/employment related skill training, the majority of respondents reported that they gained social and emotional skills through services/support provided by the CEG-funded programs. Such skills include emotional management (90%), conflict resolution (93%), dealing with stressful situations and events (93%), coping with grief and loss (83%), and collaborating with other people (95%). Over 90% of respondents also reported that they have learned leadership skills and project management skills such as time management and goal setting.

Experiences / Social connection

- Most respondents reported positive experiences with the program staff and other people attending the program. Specifically, most agreed that they could go to program staff if they needed help (84%), to talk to them about good things in life (86%), to share/vent emotions (80%), or to get information about jobs (78%). Slightly fewer respondents (63%) reported that they could ask the program staff for a ride home or accompany them to an important appointment.
- A slightly smaller share of respondents agreed that they could go to other participants if they needed help (76%), to talk to them about good things in life (79%), to share/vent emotions (74%), or to share information about jobs (73%). Slightly fewer respondents (61%) reported that they could ask other participants for a ride home or accompany them to an important appointment.
- Less than one quarter of all respondents had a need that their program could not help them with. Among them, about 75% received referrals from the program to help with their need.
- Some respondents (35%) were involved in another program or service when they completed the survey (late December 2022 to early January 2023).
- A majority of respondents had a positive overall experience with the program. Specifically, most respondents reported that the program offered the services/support they need (85%), their participation in the program made them feel safer in the community (75%), improved their situation after participating in the program (77%), they were satisfied with the program overall (86%), and they would recommend this program to others (87%).
- *Focal population: Among Black and Brown boys and men between 16 and 34 years old, the proportions are similar.
- Some participants also shared the challenges they experienced accessing the program. Specifically, some reported that they had to choose between attending this program and a paid job (44%); had trouble getting to the program due to lack of transportation resources (36%); or had to be put on a waiting list to participate in the program (34%).
- Larger shares of participants among Black and Brown boys and men between 16 and 34 years old reported that they experienced challenges in accessing the program.

OTHER DATA NOTES

Survey administration

This Qualtrics survey was launched in late December 2022 and remained active for three weeks in January. Each grantee received a unique link to collect 20 responses from current or previous participants. The survey link was set to be de-activated once the quota was met. Survey completers received a $50 electronic gift card of their choice via Tango Card.

Data quality limitations

- We received 560 responses in total and 439 of these are complete, valid responses to be used in the analysis. Incomplete responses (i.e., with fewer than 10% of questions answered) and duplicative (based on survey meta-data) were excluded from the analysis. The metadata used to flag duplicate responses include relevant ID and fraud detection scores. We relied on these metadata because we did not collect any identifying information in the survey. This approach does not guarantee the removal of all invalid responses – the analytic file may still contain invalid responses.
- At least 14 respondents (3%) answered differently to the two age-group-related questions (one at the beginning of the survey for consent/assent and one at the end asking about their demographic information). Specifically, they answered that they are 18 years or older to the first question but indicated that they are 15 or younger later or vice versa.
- Compared to the sample we obtained for the program output data across 26 grantees (N = 4,831), the survey sample included a larger share of participants who are 16 to 34 years old and who identified as Black or African American (non-Hispanic) but a smaller share of participants who identified as male or Hispanic/Latino/a/x. However, we also found more missing data in the program output data, which may have resulted in over- or underestimation of the percentages.