



**COMMUNITY ANTI-VIOLENCE  
AND RESTORATION EFFORT**

**CARE**

**FOR CHICAGO**

**CITY-COUNTY ACTION PLAN**



## **VISION**

**You're safe in every neighborhood,  
and you feel it.**

We envision a Chicago where we feel safe in any neighborhood, where we are measurably safer than today. As one of our most visible and painful challenges, violence is everyone's problem and it must be a top concern for us all. Therefore, **we're setting the measurable goal of making Chicago the safest big city in America by 2020.**

This is a big goal, yet it reflects a level of crime reduction other cities have achieved. When our communities are safer, you and your neighbors will have more choices for school, work, and play. Safe communities will help the Chicago region grow and compete globally.

Achieving this vision will require commitment from tens of thousands of government workers and hundreds of thousands of residents, action aligned to the same collective impact -- a safe Chicago where we're all happy to raise a family.



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## 19 JULY 2012

Making every community in the Chicago area safe is a top priority for us personally and for everyone who works at the City and the Count.

We can't do that without you. We need your help on your block, in your community, and with your family and friends.

The schools, police, and social workers, the block clubs, community centers, and churches are all ready to get you involved. Read this draft plan, discuss it with your neighbors, and share your ideas with us -- and take action.

Together, we can make our hometown America's safest big city.

Honorable Paul P. Biebel, Jr.  
Presiding Judge, Criminal Division,  
Circuit Court of Cook County

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Commissioner, Chicago Department of  
Family & Support Services

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The Allstate Corporation

**CARE FOR CHICAGO: EXECUTIVE SUMMARY**

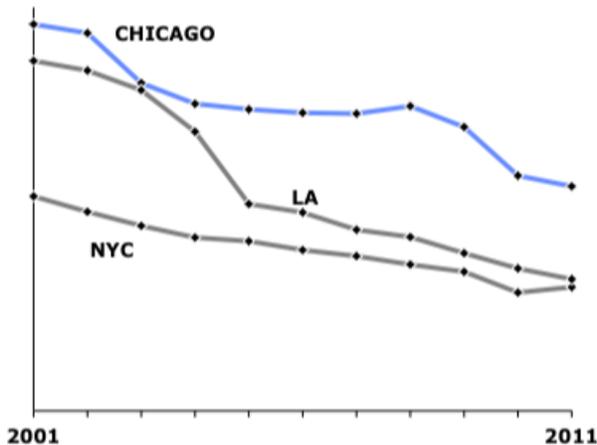
Violent crime in Chicago has fallen for several years, yet in most of our region violence remains unacceptably high.

Every single day three school-age youth are shot in the city. Last year, 37 Chicago Public School students were murdered. Overall, only three out of ten people live in areas as safe as the other two big American cities.<sup>1</sup>

No one -- especially not our youth -- should have to live with such violence and fear. This report summarizes what's been done already to alleviate violence in Chicago, and it's also a blueprint for how our community leaders, government, nonprofit leaders, and our youth can work together to make every resident safe.

**VIOLENT CRIME PER 100,000 PEOPLE**

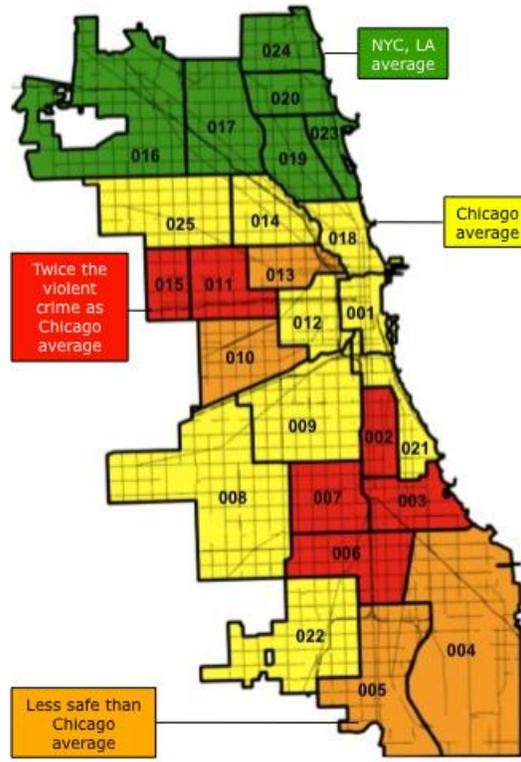
TRENDS 2001 - 2011



<sup>1</sup> Six Chicago police districts are as safe as the New York or LA average, accounting for 29% of the population. Violent crime: homicide, criminal sexual assault, robbery, aggravated battery. Source: FBI: 2001-2009. CPD, NYPD, LAPD 2010-2011. Definitions of aggravated battery differ between FBI and PDs. US Census.

**VIOLENT CRIME PER 100,000 PEOPLE**

2011 BY CHICAGO POLICE DISTRICT



From the 1960s through the 1980s, violence skyrocketed everywhere in urban America. Since then, New York and Los Angeles have each cut violent crimes in half and are now much safer than Chicago. We still have more gangs and more guns than other cities: Chicago police routinely recover more guns than New York and Los Angeles police combined. Inequities remain in the city and suburbs, and people's quality of life thus varies widely.

Violence is preventable. Recent research points to how policing can be more effective, for example, through focusing on beat cops and holding commanders

accountable for all activity in their districts. Equally important are programs that prevent violence, for example, helping teenagers cope with stressful situations more peacefully. Youth in one such program, many of whom had been arrested before entering the program, committed 40% fewer violent crimes than before the program.

Everyone pays for our high level of violence. Across the range of government and community programs, from policing and courts to counseling and youth services, we're collectively spending \$4.4 billion a year in the region -- that's \$2,300 per family per year. It's not a question of resources alone; it's a question of how we work together.

process included hundreds more from communities and government. Teenagers and young adults (many caught up in the justice system) and community leaders participated in more than a dozen planning sessions.

Businesses offered pro bono support for the planning, providing \$3 million in service at no charge to taxpayers.

**Actions:  
Prevention, Intervention, Response**

Rather than preventing violence, we spend much more money dealing with violence after the fact. The people who worked together on this plan concluded, first, that prevention, such as helping

young families, is much less difficult on communities and much more cost-effective. Second, with information about the causes and patterns of violence, service providers can target resources more efficiently, intervening with those at risk of violence before it happens.



"If I had a superpower,  
I'd have time travel.  
People getting shot --  
I'd go back in time and  
stop it."

West Side youth

**Multi-sector, multi-community leadership**

Last year, Mayor Rahm Emanuel and Cook County President Toni Preckwinkle joined forces to address violence. They assembled 50 leaders from government, faith, community, business, foundation, and research (page 43). The planning

The partnership convened by the Mayor and County President agreed on a series of actions for prevention, intervention, and response that reflect the best thinking in Chicago and elsewhere. These draw on clinically proven, evidence-based practices to address many of the risk factors that destabilize communities.

***ACTION STEPS FOR COMMUNITY-GOVERNMENT PROGRAMS***

**Prevention in communities.** We must promote positive behaviors and prevent the risk factors that destabilize communities by taking action to reduce gun violence, fostering strong families, and providing more jobs.

1. ***Strong blocks "wraparound"***. To prevent crime from returning after the police clear a drug market, city services will help hold the block and community members will re-build.
2. ***Expanded safe passage***. Community members will patrol more paths to and from school, to intervene before violence occurs or escalates.
3. ***Policy reforms based on youth shooting review***. "Social autopsy" of a homicide involving youth by representatives from all agencies accountable for their safety will help identify ways to prevent recurrences.

**Intervention with youth at risk.** We must intervene with youth who are at greater risk to re-engage students in school, offer more choices out-of-school, and instill the social and emotional skills youth need to deal with stress peacefully.

4. ***Coordinated out-of-school programs***. Arts, science, technology, sports, and jobs offer youth positive options after school, and customized programs like One Summer PLUS serve teenagers who are typically left out of programs.
5. ***Specialized mentoring and family engagement***. Social-emotional learning at school helps young adults foster positive ways of relating to peers and adults; some services are tailored for those most at risk of violence involvement.
6. ***Restorative justice for school discipline***. Alternatives to out-of-school suspension keep youth safer and help them stay engaged until graduation.
7. ***Student re-engagement centers***. Those who miss many days of school can find customized paths and coaching at a cross-agency collaborative.

**Response.** We need to respond better after a violent incident has occurred to distinguish high-risk segments, help low-risk defendants get services rather than go to jail, and connect offenders leaving prison to services so they don't return to crime.

8. ***Gang accountability (Violence Reduction Strategy)***. Police call in gang leaders, offering social services and threatening "zero tolerance" policy if one of their members kills anyone.
9. ***Community-based alternatives to detention***. Expanded programs will keep low-risk people out of jail, allow them to stay connected with their families, jobs, or schooling, and thus be less likely to get involved in more serious crime.
10. ***Enhanced pre-trial services***. Better, more reliable information will help judges supervise release more appropriately and allow low-risk defendants to return to their communities without risk to public safety.
11. ***Aftercare services for ex-offenders***. Immediate case management, service, and educational linkages will replace the surveillance and punishment focus of juvenile parole.

Almost every single one of these priorities is already underway in at least one community. Nearly half of the \$35 million annual cost is already committed, and the remainder will be identified through savings and entrepreneurial funds. Many more ongoing programs need to continue: programs for young families, such as home visits by nurses and child-parent centers; mental health services in the community and for those in the justice system; community-based programs, youth empowerment, substance abuse counseling, and others.

**Community leadership**

Government alone has neither the resources nor knowledge to sustain a safe environment day in and day out. Our government leaders need to enable community leaders and residents to take responsibility block by block.

**"Every time I hear a siren,  
I count my kids."  
South Side grandmother  
of a homicide victim**

Prevention action #1, Strong Blocks "wraparound," is a starting point for how this might work. Focusing on a known violent zone, the police, schools, and other agencies clear destabilizing elements like crime and trash and help community members lead initiatives to change the activity on that block and around it.

In each neighborhood, there are already many types of prevention and intervention, such as block clubs, Head Start, and workforce training. There are many assets, such as schools, farmers markets, parks, community centers, and churches. In addition to structured programs, many residents are committed to strong and peaceful communities and live out that commitment day after day with their own families and neighbors.

Ensuring consistently high quality and targeting resources appropriately requires community leadership in each neighborhood. City, County, and State government must support faith leaders, business owners, nonprofit executives, and other stakeholders with the environment they need to succeed: access to school principals, police commanders, and other resources; good data about what's working and what isn't; and technical support to innovate and build on success.

With these tools and long-term commitment from many agencies, community leaders can build on their neighborhood's assets, expand effective programming, jointly pursue new resources and federal grants, mobilize residents, and foster an environment where families thrive.

**Legislative agenda**

At the State level, several legislative priorities are needed to support the action plan. These include: gun registration to deter trafficking; maintaining the ban on concealed

carry; community-specific diversion from prosecution; maintaining schools' discretion on which student disciplinary incidents to report to police; and allowing home-based electronic monitoring for non-violent people sentenced to serve time at Cook County Jail.

**Accountability and collective impact**

Accountability means that the Mayor, County President, and community leaders can turn to one individual for each of our strategies for prevention, intervention, and response. In turn, that public sector leader needs the resources to make it happen, the support to work with others, and the transparent reporting to be honest about what's making a difference. Thus, some initiatives are being led by the police, some by the judiciary, some by the schools, and so on.

A small "operating committee" of agency heads and other leaders oversees these efforts on behalf of the Mayor, the County President, and the millions who live here. Coordinating them, a small core team tracks progress, solves problems, brings new resources to the table, and will report results.

To address the barriers in the way of our action plan, the operating committee and core team have been calling on both community leadership and pro bono support from businesses. For example, data sharing: Researchers can determine one's risk of violence by looking at school

attendance, family environment, justice system involvement, and other data. With this information, service providers could offer the right services to the right person at the right time. However, legal and technical issues often prevent service providers from seeing this information. A shared data strategy could both address privacy and security constraints and help our youth find the right counselor, course, or mentor when they need it.

The County President and the Mayor will publish semi-annual reports from the operating committee, with easy-to-understand facts about violence and our efforts to reduce it.

**"The children are now playing in the streets for the first time in three years."**  
South Side community leader

Hundreds have participated in creating the plan. Thousands more will need to carry it out. Your participation is critical. The Mayor, County President, and those they have appointed are determined to reduce violence. Your community, schools, police, and others are responsible for providing you the resources you need to be successfully involved. Join us. End violence. Empower neighborhoods.

***Make all of Chicago the safest in America.***



**THE CONTEXT TODAY:  
VIOLENCE IS FALLING, BUT REMAINS UNACCEPTABLY HIGH**

Violent crime in Chicago has been falling for several years. While murder increased in early 2012, there are fewer rapes, robberies, and shootings than in prior years, and violent crime is down 16% citywide since 2007.<sup>2</sup>

**The problem**

Several risk factors contribute to violence. Guns, gangs, and drugs are "too normal," and there are not enough services for families or jobs in the neighborhood.

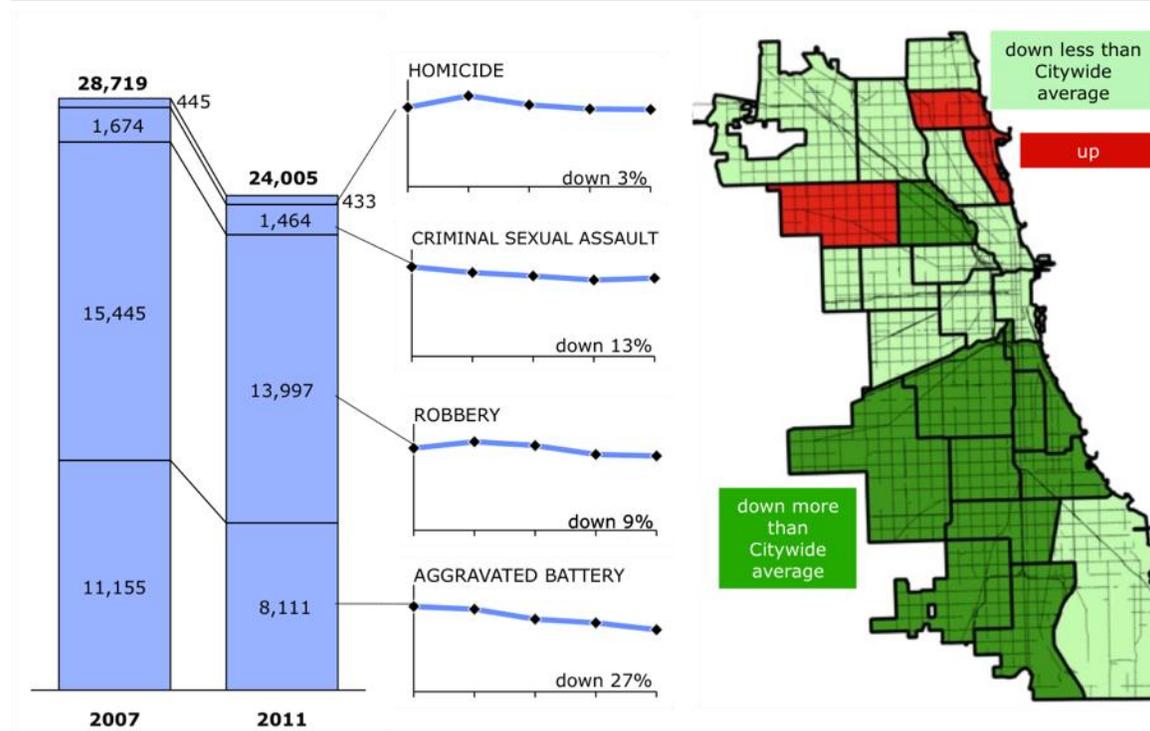
In almost every police district, violent crime has fallen. In Englewood, District 7, for example, violent crime has fallen nearly 20%; however, it remains more than three times higher than the city average.

Our young people, especially those who've been arrested, too often are skipping school or dropping out or have limited options outside school hours. Our schools are not adequately equipped to address the social and emotional skills to deal with stress and conflict peacefully.

In many suburbs, violence remains higher than is either average for our region or acceptable.

Once people are caught up in the criminal justice system, even low-risk

**VIOLENT CRIME IN THE CITY OF CHICAGO 2007 - 2011**



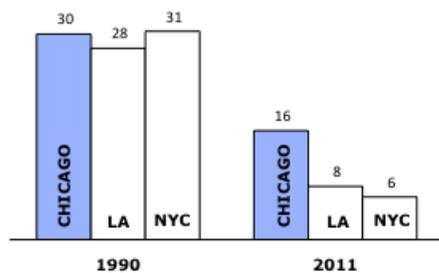
<sup>2</sup> Chicago Police annual reports, CompStat.

defendants wind up in jail and often lose their jobs or school spots; across the board, our system has difficulty facilitating successful re-entry into society for those who've served their time.

Many of these risk factors correlate with race. Unfortunately, in our society today, both in Chicago and across America, poverty, high school drop out, crime, incarceration, and violence are concentrated in our black and brown communities. The racial dimension adds further complexity and emotion to these issues.

While Chicago is known for its strict gun laws, most guns recovered in Chicago are trafficked from outside the city limits. New York and California both have stronger gun laws than we do in Illinois. Partly as a result of these laws, Los Angeles has cut its homicide rate by 70% since 1990 and New York by nearly 80%, and today their homicide rates are less than half of

**HOMICIDES PER 100,000 PEOPLE**



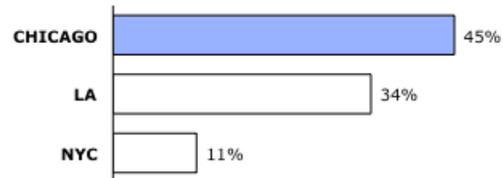
Chicago's.<sup>3</sup>

The prevalence of guns in Chicago means that ordinary personal conflicts can turn deadly. Chicago police routinely recover more guns than New

York and Los Angeles police combined. Stronger gun laws at the State level can help reduce the supply of illegal guns to Chicago's criminals and gang members.

The prevalence of gangs in Chicago can create environments where retaliation is encouraged. The people the police arrest here are four times more likely to be affiliated with a gang than in New York.<sup>4</sup> An effective violence reduction plan must address the entrenched gang culture.

**ARRESTEES CURRENTLY OR EVER IN A GANG**



One of the challenges for older teens and young adults is the availability of positive options for activities out-of-school. While after school programs, jobs, sports clubs, apprenticeships, and academic programs offer tens of thousands of opportunities out-of-school, those at greatest risk of violence don't engage in these programs as frequently. Without attractive options for evenings and weekends, it is difficult to re-engage these youth and provide safe environments at all hours.

School attendance is one of the most significant ways to prevent violence. Dropouts are 50% more likely to be

<sup>3</sup> Source: FBI, US Census.

<sup>4</sup> Cook, Ludwig, Venkatesh, and Braga. "Underground Gun Markets." *The Economic Journal*, 117 (November), F558-588. 2007.



Currently, CPS has the capacity to serve 5,500 of these students in alternative settings, just 7% of those who could benefit from this help. There is a waiting list of 25,000 students for alternative schools. The impact of re-engaging these students holds promise both for reducing violence and also for offering these young Chicagoans a better future.

When we fail to provide our youth better options, the result is an overcrowded judicial system. More than 5,000 adolescents aged 10 - 17 years were detained at the Cook County Juvenile Temporary Detention Center in 2010, at a cost of \$350 per day.<sup>7</sup> Once youth become involved with the justice system, our policies too often suck them further into the system, and the path to rehabilitation is too limited. At the Detention Center, 38% were detained for violating probation rather than committing a crime.<sup>8</sup> At State-run facilities, 40% of the incarcerated youth are there for technical violations of their parole.

"One of the problems in the community that contributes to violence is lack of resources. Lack of resources equals confusion."

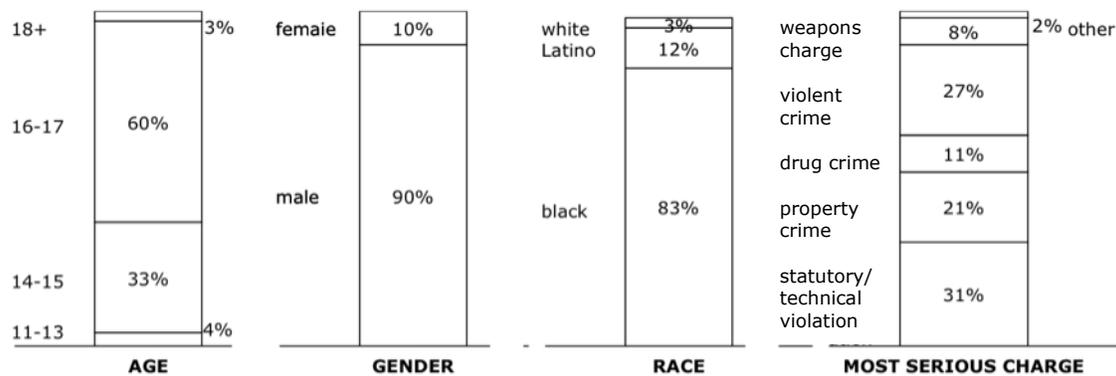
South suburban community leader

That is, the Prisoner Review Board determined that they were no longer a public safety risk, but the youth didn't attend school, couldn't get a job, missed counseling, or violated parole without committing a new crime.<sup>9</sup>

To address such challenges, the State of Illinois commissioned a Youth Re-entry Improvement Report, which illustrates the scale of challenges and how the system can exacerbate violence in our region:<sup>10</sup>

- A parole agent noted a juvenile "tested positive three times for THC . . . and [his] father has passed away, which will send him over the edge." Rather linking him to drug

**JUVENILE TEMPORARY DETENTION CENTER**  
POPULATION DYNAMICS, 2010



counseling (as mandated) the agent

<sup>7</sup> "Juvenile Detention in Cook County: Future Directions," prepared for Office of the Chief Judge, Circuit Court of Cook County, with support from The Jane Addams Juvenile Court Foundation, re-issued February 2012.

<sup>8</sup> Chicago Youth Justice Data Project: [www.project-nia.org](http://www.project-nia.org).

<sup>9</sup> Illinois Juvenile Justice Commission Youth Re-entry Improvement Report, November 2011, pp. 9-10.

<sup>10</sup> Idem. pp. 29-31.

revoked his parole. The young man was re-incarcerated.

- A young woman reported problems with her mental health counselor. The parole agent failed to respond and violated the youth's parole for "failure to comply with mental health condition" of parole.
- A parolee and his mother requested a curfew extension to take GED classes. Rather than responding to the request or helping the youth find an alternative, the agent violated the youth for breaking curfew.

For adults involved in the criminal justice system, the situation is comparably bleak. In 2011, 196 people were admitted to the Cook County Jail every single day. While this figure is lower than recent years, 53% of those convicted were back within three years.<sup>11</sup>

**Some solutions**

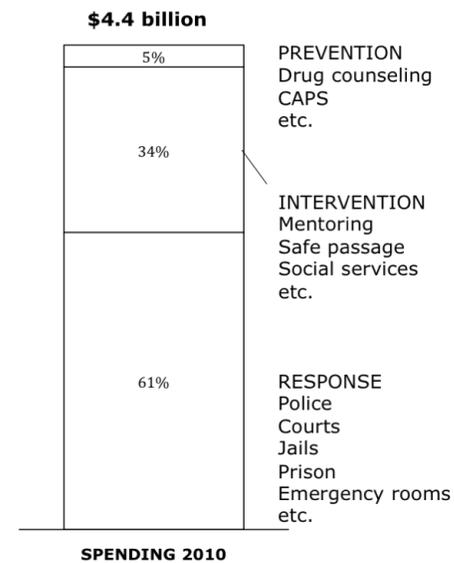
Public and private organizations already offer many regional and community-based programs to reduce violence and stabilize communities. An early scan identified nearly 1,000 programs ranging from targeted efforts like those offered by Little Black Pearl in Kenwood and Enlace in Little Village to more comprehensive efforts from the Sheriff and the Illinois Violence Prevention Authority. This scan represents only a fraction of the established and emerging programs; the full range is

perhaps best mapped at the neighborhood level.

Across the range of government and community programs devoted to addressing violence -- from policing and courts to counseling and youth services to school safety and even support for young families facing challenges -- the Chicago region collectively spends \$4.4 billion a year.

**REGIONAL COSTS**

PUBLIC AND PRIVATE SOURCES



The largest expenses are directed toward surveillance or confinement (Chicago Police, Cook County Departments of Corrections, and Illinois Department of Corrections) and not supportive services to treat the underlying causes.

Reducing violence can reduce government costs, and savings could be re-allocated to cost-effective prevention. Analysis suggests our priorities could free up \$80 million -

<sup>11</sup> Olson, D.E., Tahier, S. (2012). Population Dynamics and the Characteristics of Inmates in the Cook County. Chicago, Illinois, Cook County Sheriff's Re-entry Council. Cook County Sheriff's Re-entry Council Research Bulletin, March 2011.

\$220 million by 2020, primarily by reducing detention and incarceration.

Benchmarking across the country reveals many new opportunities for prevention, intervention, and response. The Crime Lab at the University of Chicago publishes reviews of the relative cost effectiveness of different

approaches. And John Jay College, the University of Colorado Blueprints, and the Department of Justice, among others, offer scores more examples of other evidence-based and promising programs. Some of the best of these are reflected in the actions section of this plan.

**PLANNING PROCESS:  
MULTI-SECTOR, MULTI-COMMUNITY LEADERSHIP**

**A new approach**

Historically, significant reforms in public safety have been complicated, because key agencies are split among City, County, and State governments. For example, the largest concentration of police officers in the region are employed by the City, while the majority of the criminal justice system (courts, probation, jails) is funded by the County.

In 2010, during their campaigns, Cook County President Toni Preckwinkle and Chicago Mayor Rahm Emanuel each adopted safety as one of their top priorities. After election, both made it central to their administrations. Recognizing the need for a shared approach, Mayor Emanuel and County President Preckwinkle joined together on a cross-agency, cross-sector effort to address violence.

As an early indication of their shared commitment, they jointly launched One Summer Chicago in May 2011. This

initiative presented both a new level of coordination of summer programs for youth as well as a new targeted effort in several neighborhoods to serve youth who don't typically join summer programs. Sharing these interests, several foundations and corporations provided new funds to make One Summer Chicago possible, thus offering thousands of teenagers sports, counseling, arts, and jobs they wouldn't otherwise have. One Summer Chicago also set a high bar for rapid action.



With this action orientation, the County President and Mayor expanded their partnership to include 50 leaders from faith, community, business, media, foundation, government, and research.

Some of these leaders have long been vocal about the need for changes to make our communities safer. Others are new to the discussion and bring previously unheard perspectives. At a level not seen in recent years, the County voice joined that of the City, bringing the Forest Preserve District, Cook County

**"In my 35 years organizing, I've never seen this kind of group brought together around a single issue."  
West Side leader**

Department of Public Health, and other regional views to the table. Another notable new perspective is that of corporate Chicago.

Chicago's business community offered pro bono support for the planning, with a dozen companies providing more than \$3 million in services. Through Civic Consulting Alliance, a nonprofit that builds pro bono teams of business experts, government leaders, and its own staff, several private-sector organizations have committed staffing support, including: The Allstate Corporation, Bain, Burrell Communications, the Crime Lab, DLA Piper, Ernst & Young, IBM, McDonald's Corporation, N'Digo, and Perkins Coie.

The generosity of many supported Civic Consulting's role in this planning process, including: BET, The Chicago Community Trust, The Civic Committee of the Commercial Club of Chicago, The Field Foundation of Illinois, The John D. and Catherine T. MacArthur Foundation, Joyce Foundation, and the Robert R. McCormick Foundation.

Over the months of planning, the partnership has expanded to neighborhood leadership, with hundreds from both government and communities becoming involved. In two areas most beset by violence, a few dozen leaders have stepped forward to organize their neighbors and

## HUFF POST CHICAGO

THE INTERNET NEWSPAPER: NEWS BLOGS VIDEO COMMUNITY



### **Hermene Hartman**

*President, Hartman Publishing Group, Inc.; President, N'DIGO Foundation*

Two weeks ago, some N'DIGO staffers and I, along with members of the Anti-Violence and Community Stabilization Committee officiated by Mayor Rahm Emanuel and Cook County Board President Toni Preckwinkle, met with neighborhood students regarding youth violence in Chicago.

The meetings were listening sessions and held at Little Black Pearl and the Chicago Urban League on the city's South Side. The Little Black Pearl meeting consisted of boys and girls not older than 17. The Urban League youth were mostly young men, high school students not older than 17.

The students are street smart and mature beyond their years in some respects. Our students are struggling. They want to succeed in life. They want to go to school. They want jobs. They want to do what is right. But they realize the odds are against them.

The Urban League students sounded more like seasoned older men, not youth who should be beaming with opportunity and a real thirst for living. Their conversations were filled with doomed realities and wondering if anybody cared about their futures.

seek an active, block-oriented partnership with government agencies. The new umbrella organizations include Helping Hands of Englewood and Greater Garfield Organization to Revitalize the West side (GROW).

The youth voice -- especially from those exposed to violence -- has been critical to the planning since the beginning. For example, Little Black Pearl in Kenwood brought together more than a dozen students, most of whom had been chronically truant, expelled, or arrested prior to their enrollment at Options Laboratory School. They cited the availability of outlets for their stress as a top concern

prior to attending Options. Enlace in Little Village brought together a large number of teen-age and young-adult youth; one of their top concerns is their ability to get to parks safely while crossing gang territories.

Overall, the planning process followed a "public health" approach for reducing violence. This approach recognizes that violence has many causes, and that we must address these causes at the individual, family, community, and society levels. At each of these levels, we measure the violence, identify risk factors, develop and test strategies to reduce risk, and promote the most cost-effective strategies.

**Guiding Principles  
for Planning and  
Collaborative Action**

Reduce violence and stabilize communities by focusing on actions with the most impact

Enhance prevention and intervention with data-driven outcomes

Improve government accountability and alignment, delivering services through the provider with the best service per dollar

Reduce system costs, making new investments for greater long-term efficiency

Be inclusive, engaging leaders from community, City, County, and State

Share success, maintain open communication, and recognize outstanding performance

**ACTIONS:  
PREVENTION, INTERVENTION, RESPONSE**

The following actions for prevention, intervention, and response reflect the best thinking in Chicago and elsewhere. They draw on clinically proven, evidence based practices, such as cognitive behavioral programs, and seek to fill gaps with the best common sense thinking, such as One Summer PLUS for youth who don't usually find summer jobs.

For each action, the City and County will jointly dedicate resources to manage the effort, seek public and private funding to test the approach in a handful of areas, and eventually re-allocate funds to expand what's most effective.

Because of the critical role of community leadership, each initiative will be offered

to local leadership to adapt and implement as best fits their neighborhood.

These efforts are estimated to require approximately \$35 million in re-allocated or new funds per year, of which \$15 million is already committed for the first year.

Each action plan includes the lead agency, a benchmark of performance from local experience or a comparable program elsewhere, approximate timing to reach impact, estimated annual resource requirements, economic impact based on the social return on investment, a description of the program, and upcoming milestones.

The economic impact of each action is based on research about the social costs of murder and school dropout. A murder costs society \$13 million - \$18 million of victim and justice costs, lost productivity of offenders, and other estimates. Preventing a high school dropout creates \$420,000 - \$630,000 in social value from wages, productivity, improved child rearing, and other social benefits.<sup>12</sup>

As the strategies are successful, they will be extended to new neighborhoods. Efforts piloted on the South Side can be replicated on the West Side; those



<sup>12</sup> Adjusted to 2011 dollars. Cohen, Mark and Piquero, Alex. "New Evidence on the Monetary Value of Saving a High Risk Youth", *J Quant Criminol* (2009) 25:25-49. DeLisi, Matt, et al. "Murder by numbers: monetary costs imposed by a sample of homicide offenders", *The Journal of Forensic Psychiatry & Psychology*, Vol. 21, No. 4, August 2010, 501-513.

piloted in the City can be replicated in the suburbs.

The followed actions steps are examples of how communities and government can work together to address violence. Local government leaders will work with communities as necessary to develop and modify these to be useful in their neighborhoods.

As community leaders work closely with government leaders, new actions will be identified, and as a region we will learn what works best in Chicago.

*Prevention in communities*

To promote positive behaviors and to prevent the risk factors that destabilize communities, we must take renewed action to reduce gun violence, foster strong families, and increase economic opportunities.

1. Strong blocks "wraparound"
2. Expanded safe passage
3. Policy reforms based on youth shooting review

*Intervention with youth at risk*

To intervene with youth who are at greater risk, our actions need to re-engage students in school, offer more choices out-of-school, and instill the social and emotional skills youth need to deal with stress peacefully.

4. Coordinated out-of-school programs
5. Specialized mentoring and family engagement
6. Restorative justice for school discipline
7. Student re-engagement centers

"One of the ladies came to the meeting literally with tears in her eyes. She said for the first time in as many years as she could remember, people were sitting on the front porch feeling comfortable. Kids were playing in the streets. Those are the anecdotal things that tell you something is happening."

South Side minister

*Response*

To respond better after a violent incident has occurred, our actions need to distinguish high-risk segments, help low-risk defendants get services rather than go to jail, and connect offenders to services so they don't return to crime.

8. Gang accountability (Violence Reduction Strategy)
9. Community-based alternatives to detention
10. Enhanced pre-trial services
11. Aftercare services for ex-offenders

Action 1  
**Strong Blocks**  
**"Wraparound"**

*Lead agency.* Chicago Police Department  
*Benchmark.* 41% reduction in violent crime.  
*Timing.* Pilot in summer 2012 in Districts 7 and 11. Expand as soon as community resources are mobilized.  
*Resources required.* Existing Police Narcotics resources are required for initial enforcement and existing Patrol resources for ongoing enforcement. Existing resources are available at a community level to sustain the violence prevention, if coordinated more effectively.  
*Economic impact.* This program does not require new resources.

Too often in the past, after the Police cleared a drug market or gang area, another gang moved in to fill the vacuum and continue illegal activities. Many of our hotspots today were known problem areas years ago and have been cleared again and again. To turn these areas around, we need a strategy to fill the void after a round up. Strong Blocks is one such strategy, coupling aggressive narcotics enforcement with "broken windows" policing, coordinated beautification services, and supportive community-led programs.

- *Clear.* The police round up violent narcotics traffickers in the area and maintain a presence on the block to scare off other gangs from coming in. They work with neighborhood leaders to support community programs in the vicinity.
- *Hold.* City services clean up the block, fixing street lights, erasing graffiti, removing blight, and offering social services. Police maintain a presence on the blocks for several weeks, deterring both drug dealers and drug buyers.
- *Build.* Community leaders program the vicinity with "positive loitering," town halls, nonprofit programs, truant and ex-offender services, and block clubs.

An ongoing community collaboration, including all the major stakeholders in specific geographic areas, is needed to maintain and sustain community building in the aftermath of significant enforcement operations. Enhanced and focused collaboration with other City, County, and State departments in these areas, particularly those departments that provide social services and community development services, will facilitate the long-term reduction in violence and crime in those areas.

In late 2011, Chicago Police began to refocus efforts to build collaborative networks of community stakeholders in targeted locations. Closer collaboration with other agencies and with community leaders is just beginning on a systematic basis.<sup>13</sup>

Progress to date:

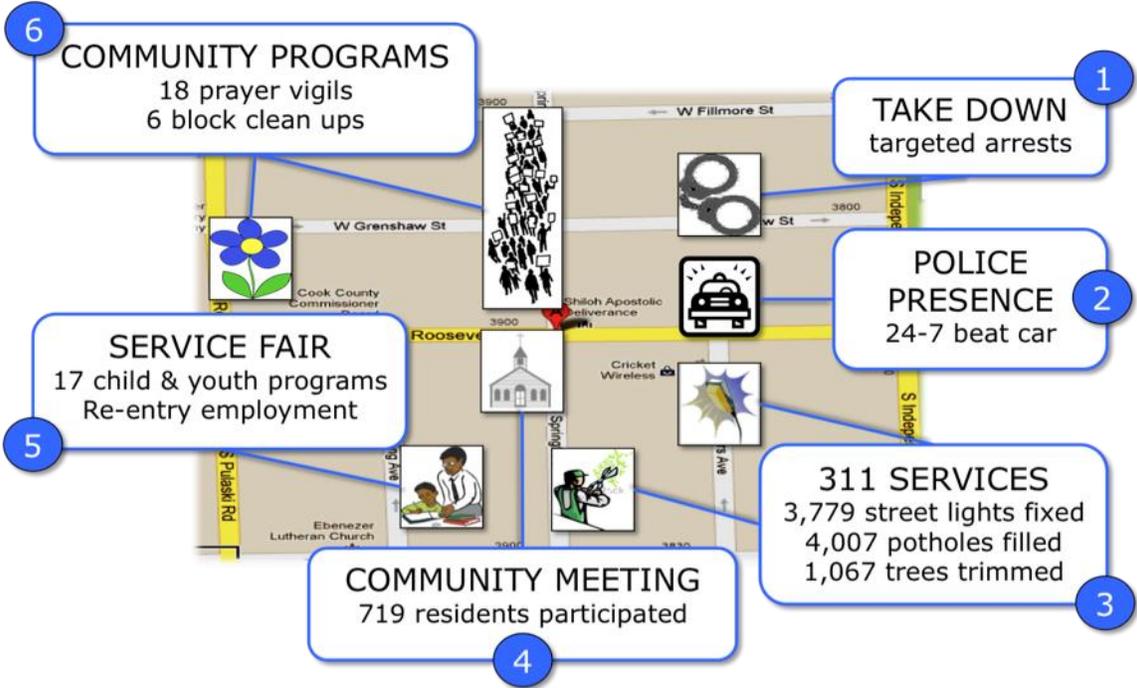
- 11 strong blocks active since April 2012
- 12% less crime on and around strong blocks

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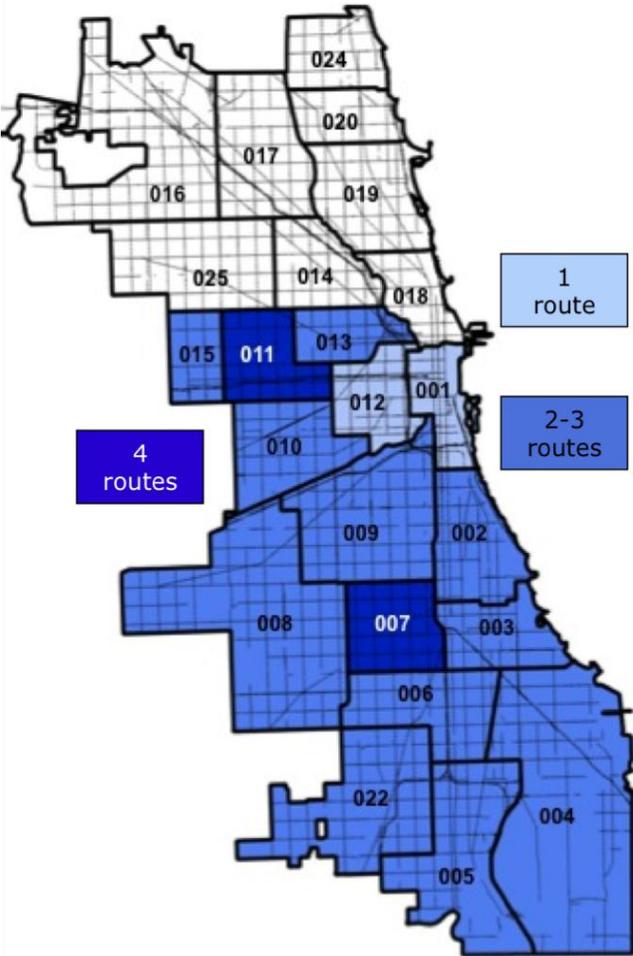
<sup>13</sup> Benchmark: David Kennedy, *Deterrence and Crime Prevention: Reconsidering the Prospect of Sanction*, p. 159.

Prevention in action:  
Strong Blocks wraparound

11 strong blocks active Apr-Jun:  
12% less crime  
2% more 911 calls for service



**SAFE PASSAGE ROUTES**



Action 2  
**Expanded  
Safe Passage**

*Lead agency.* Chicago Public Schools  
*Benchmark.* 24% reduction of violent incidents along safe passage routes during arrival and dismissal times in the 2011-2012 fall period.  
*Timing.* Currently available at 35 of 154 high schools; expanding in school year 2012-2013.  
*Resources required.* \$8.3 million per year for staffing, already committed.  
*Economic impact.* If 25-30 additional students along Safe Passage routes graduate high school, the social returns outweigh the cost of the program.

Students continually express safety concerns traveling to and from school, how the fear limits their school attendance, and how the stress affects their academic performance.

Safe Passage deploys community members along pre-defined safe routes as students travel to and from school. The program relies on partnerships with the Police, Family and Support Services, and community stakeholders, including parents and students. Safe Passage staff monitor “hot spots” for suspicious behavior and potential conflicts, instantly report any known or potential conflicts to the schools and police, and meet regularly with community leaders to promote ongoing communication of concerns and strategies.

CPS has Safe Passage for 35 high schools out of 154 total CPS high schools. Chicago Police CAPS organizes volunteer safe passage efforts around 203 elementary schools, particularly those elementary schools in the areas around the focus high schools.

In future years, technology could be used to expand the capability of Safe Passage staff. For example, text messaging from students could alert staff to potential threats.

Progress to date:

- Bus Tracker monitors installed at Safe Passage schools, so students can wait indoors
- CPS and CPD are coordinating Safe Passage deployment for 2012-13 school year
- CPS has selected community partners for 2012-2013 routes

"I don't have to worry about  
being in any type of  
crossfires."

Student at a  
Safe Passage high school

Action 3  
**Policy Reforms based  
on Youth Shooting  
Review**

*Lead agency.* Chapin Hall  
*Benchmark.* Milwaukee Homicide Review Commission helped reduce homicide 41%.  
*Timing.* Pilot in 2012 in two Districts. If successful, expand regionally 2013 - 2014.  
*Resources required.* \$750,000 for three year pilot, plus staff time from several City, County, State, and Federal agencies.  
*Economic impact.* If the program reduces one homicide per year or helps one additional person graduate high school, the social returns will outweigh the project management costs.

The Milwaukee Homicide Review Commission, a nationally recognized, multi-agency approach to violence prevention, shares information and carries out a "social autopsy" for after each homicide.<sup>14</sup>

Based on this model and facilitated by the University of Chicago's Chapin Hall, Chicago-based agencies will review each school-age shooting in Chicago. The Review will help agencies share information and identify "hidden" patterns around incidents such as particular locations or victim and perpetrator background. Based on this information, Chapin Hall will facilitate the review panel to analyze gaps or failures in service such as at certain ages or grades. The agency representatives can then develop new strategies and policies to prevent gun violence among school-age youth.

The data for the reviews are collected by different agencies in silos, for example, gun statistics by the police, deaths by firearm the Department of Public Health, and truancy (which increases the risk of violence) by the schools. Chapin Hall has hired an executive director to launch the pilot.

Expected milestones:

- Summer 2012: Pilot commission in two Districts
- Autumn 2012: Assess initial results and determine second wave a districts to address
- Spring 2013: Begin incorporating data from all shootings in Chicago
- Spring 2014: Expand review to include all shooting in Chicago and, data permitting, County suburbs

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<sup>14</sup> City of Milwaukee Homicide Review Commission website: <http://city.milwaukee.gov/hrc/overview>

Action 4  
**Coordinated Out-of-School Programs**

*Lead agency.* Chicago Dept of Family and Support Services  
*Benchmark.* 17,500 youth engaged in summer employment.  
*Timing.* Offer jobs and jobs plus social support in 13 high schools in summer 2012.  
*Resources required.* \$2 million has been secured from City, County, and private sources to serve 700 youth. Including minimum wage, mentoring, and outreach activities, the cost per student is \$2,900. Funding requirements for future years depend on 2012 outcomes.

Year-round and summer programs for youth have long been understood to benefit school performance, violence reduction, long-term employment, and the quality of community life.<sup>15</sup> Each year, youth-serving agencies like Family and Support Services, Chicago Park District, Chicago Public Libraries, After School Matters, the Chicago Housing Authority, and Cook County Forest Preserve District offer tens of thousands of out-of-school time opportunities to keep youth attached to employment and development activities, out of harm's way, and on more constructive paths to productive futures. Maximizing the impact of these opportunities, coordinating and jointly promoting them, targeting programs systematically to those most in need, and using shared data to drive strategic decision-making will ensure the safety and positive development of our young people.

In the short term, enhancing out-of-school services will focus on summer programming under the One Summer Chicago umbrella. More than 168,000 summer programs for youth aged 6-24 will be available in 2012 through agencies of the City, County, and State. These include summer camp, arts and sports programs, and 17,000 paid summer jobs. One Summer Chicago will improve and expand collaboration among youth-serving agencies with a common set of metrics and supported by a common training curriculum for supervisors and a new, integrated website.

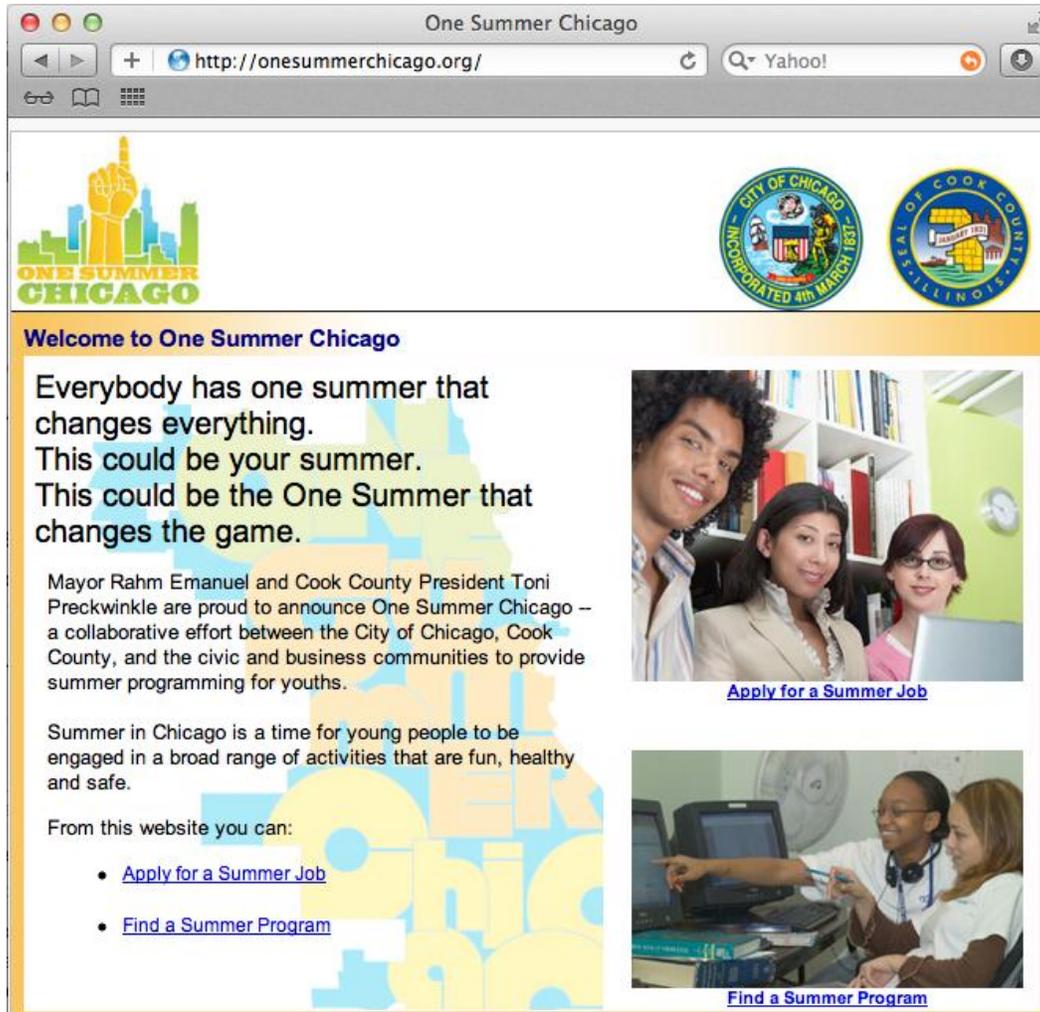
In 2012, One Summer PLUS will engage 700 of our most vulnerable youth in productive and meaningful summer employment and rigorously evaluate the program to understand its impact on violence involvement and school outcomes.

Progress to date:

- Secured private funding from Walmart to expand One Summer PLUS
- Received more than 50,000 applications for summer jobs
- Launched customized summer jobs for 700 youth at the greatest risk of violence involvement
- Secured pro bono support from the Crime Lab to develop program based on best practices and evaluate it rigorously

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<sup>15</sup> Harris, Linda. "The tragic loss of the summer jobs program: why it's time to reinstate!", Economic Report, Joint Center for Political and Economic Studies, 13-14, July/August 2007.



The screenshot shows a web browser window titled "One Summer Chicago". The address bar contains "http://onesummerchicago.org/". The page features the "ONE SUMMER CHICAGO" logo on the left, which includes a stylized city skyline and a hand pointing up. To the right are the official seals of the City of Chicago and Cook County, Illinois. The main content area has a yellow background with a large, faint "Chicago" watermark. The text on the page reads: "Welcome to One Summer Chicago", "Everybody has one summer that changes everything. This could be your summer. This could be the One Summer that changes the game.", and a paragraph about Mayor Rahm Emanuel and Cook County President Toni Preckwinkle. Below this is a list of actions: "Apply for a Summer Job" and "Find a Summer Program". Two photographs are included: one of three young people smiling and another of two people working at a computer. Each photo has a corresponding link below it: "Apply for a Summer Job" and "Find a Summer Program".

One Summer Chicago

http://onesummerchicago.org/

City of Chicago - INCORPORATED 4th MARCH 1837

SEAL OF COOK COUNTY ILLINOIS

**Welcome to One Summer Chicago**

Everybody has one summer that changes everything.  
This could be your summer.  
This could be the One Summer that changes the game.

Mayor Rahm Emanuel and Cook County President Toni Preckwinkle are proud to announce One Summer Chicago – a collaborative effort between the City of Chicago, Cook County, and the civic and business communities to provide summer programming for youths.

Summer in Chicago is a time for young people to be engaged in a broad range of activities that are fun, healthy and safe.

From this website you can:

- [Apply for a Summer Job](#)
- [Find a Summer Program](#)

[Apply for a Summer Job](#)

[Find a Summer Program](#)

Action 5  
**Specialized Mentoring  
and Family Engagement**

*Lead agency.* Chicago Public Schools  
*Benchmark.* 40% reduction in violent crimes by at-risk youth in Becoming a Man (BAM) and increased academic achievement equivalent to 5%-8% higher graduation.  
*Resources required.* \$4 million per year for universal SEL for curriculum, teacher and clinician training, and quality assurance. \$8 million over three years to expand BAM. \$3 million for the first two years to pilot and evaluate middle school family engagement .  
*Timing.* Pending funding.  
*Economic impact.* One year of the expected reduction in arrests generate social benefits 2-10 times program costs.

The skills young people need to engage in contemporary learning and to succeed in college and career are grossly incomplete without ample social skills. Developing these skills is called Social-Emotional Learning or SEL, a type of learning that is relevant for all students. There are also SEL programs for high-risk youth, for example, Becoming a Man - BAM Sports Edition, which often use Cognitive Behavioral Therapy (CBT). This type of program helps students identify and fix “thinking errors,” such as assuming that others are always deliberately provoking them, and thus develop the skills to handle conflict peacefully.<sup>16</sup>

The specialized mentoring and family engagement approach has three focuses:

- *Universal SEL.* CPS currently supports the implementation of school-wide SEL in 50 volunteer pioneer sites. District-wide curricula include Anger Management (grades 3-12) and Trauma Treatment. Further expansion will require training and monitoring.
- *Targeted CBT.* The Crime Lab, Youth Guidance, and World Sport Chicago aim to expand from 15 to 40 schools (2,000 young men). In addition, CPS aims to have at least one CBT program implemented in every Title I school.
- *Innovative family engagement.* Middle school is a critical time to make positive life choices, before negative influences can lead to chronic truancy or arrest. Existing models of wraparound, family support (for example, Functional Family Therapy for adjudicated youth) hold promise to help young people make better choices; however, their scalability and cost-effectiveness remains uncertain. The Crime Lab will host a design competition to identify promising interventions and then work with selected applicants to launch and evaluate pilots.

Progress to date:

- BAM operated in 14 Chicago schools over 27 weeks during 2009-2010 school year
- Roughly 10% of CPS school counselors and 80% of school social workers are trained in CBT

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<sup>16</sup>University of Chicago Crime Lab, “BAM II Project Summary.”

Action 6  
**Restorative Justice for  
School Discipline**

*Lead agency.* Chicago Public Schools  
*Benchmark.* 4,000 minutes increased instructional time per year per school was observed in North Carolina.  
*Timing.* Pilot in 2012 with 2-3 high school networks; expand to all high-need areas fall 2013.  
*Resources required.* \$4 million - \$6 million for training, technology, evaluation, teacher time, and community partners for alternative settings and programs.  
*Economic impact.* If 10 additional students who face discipline graduate high school, the social returns outweigh the cost of the program.

Over the last two school years, 63% of misconducts at elementary schools and 49% at high schools resulted in out-of-school suspensions, averaging 2.4 and 3.2 days each, respectively. The majority of these are for non-violent incidents. Current alternative-to-expulsion options serve 46% of eligible students annually, and 80% of those who participate complete the program.

Several studies have found negative outcomes following suspension and expulsion, such as delinquency, substance abuse and dropout.<sup>17</sup> There is little scientific research to show that zero-tolerance measures are effective in reducing school violence or increasing school safety.<sup>18</sup>

In the summer of 2012, CPS revised its Student Code of Conduct to focus on more restorative practices. The timing is ripe for new programs to reduce the use of out-of-school consequences. Longer term, programs also need to reduce recidivism of youth in alternative consequences. For serious infractions, the new approach potentially will include:

- Assignments to alternative settings during the school day, possibly including School Personal Development Models
- Saturday or after school mandatory programs with structured skill building curriculum, homework help, and aftercare
- Distance learning with eMentoring using skype
- Restorative justice practices in school or other settings.

Progress to date:

- CPS has developed a partnership with the University of Chicago and others to pioneer new methods in the 2012-2013 school year and launch a design competition to schools to develop and implement promising practices

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<sup>17</sup> Fine, M. (1991). *Framing Dropouts Notes on the Politics of an Urban Public High School*. Albany: State University of New York Press. *Opportunities Suspended: The Devastating Consequences of Zero Tolerance and School Discipline*, Advancement Project & The Civil Rights Project, Harvard University, 2000.

<sup>18</sup> Skiba, Russell. *Zero Tolerance, Zero Evidence: An Analysis of School Disciplinary Practice*. Bloomington, Ind.: Indiana Education Policy Center, August 2000.

Action 7  
**Student  
Re-engagement  
Centers**

*Lead agency.* Chicago Public Schools

*Benchmark.* 63% school retention for students re-enrolled at Boston re-engagement centers.

*Timing.* Pilot with three centers in fall 2012.

*Resources required.* \$3.7 million per year for three centers, including staffing, intervention, and case management, is being sought from State grant support.

*Economic impact.* If the centers help 8-10 more students graduate high school, the social returns outweigh the cost of the program.

New policies can promote State-wide policies and funding for schools to support and retain students at high risk of dropout. The Alternative Schools Network helps shape policies based on its promising practices gleaned from operating successful education, employment, and support programs. Jobs for the Future scanned policies from all 50 states and assessed the need for change to improve alternative pathways for struggling students and former dropouts.

The re-engagement center provides an immediate opportunity for chronically truant and out-of-school youth, while State policies and district funding address the broader need for alternative schools. The center will serve as a location for families and youth seeking support to re-enroll in school as well as location where community members may refer students on the street during school hours.

The centers will reduce violent crime by shrinking the number of youth on the streets during school hours, thus decreasing the opportunity for these youth to engage in criminal acts. For dropouts, they will provide re-enrollment services. For chronic truants, they will offer case management services to youth dealing with non-academic reasons for missing school.

Measures of success include attendance rates of youth post visit to re-engagement center, number of out-of-school youth visiting the center that successfully re-enroll in school, and decrease in criminal activity during school hours.

Progress to date:

- Submitted grant application to State of Illinois for pilot re-engagement centers and sought commitment of resources from other agencies
- Worked with Englewood leaders to identify a site for the first center
- Working with community leadership groups to identify locations in two more communities and establish network of services that can be linked to students visiting the centers
- Participated in planning session with five other districts that have implemented this approach

Action 8  
**Gang Accountability  
(Violence Reduction  
Strategy)**

*Lead agency.* Chicago Police Department  
*Benchmark.* 37% reduction in gun homicide documented in a pilot on Chicago's West Side.  
*Timing.* Pilot in 2012 in Districts 6, 7, 11, and 15. As needed, expand to other areas.  
*Resources required.* Project management costs \$600,000 per year, currently supported by the MacArthur Foundation. Significant Police Patrol resources, already part of their annual budget, are needed to follow through on group accountability. Social services for reforming gang leaders require \$2 million per year.  
*Economic impact.* Averting one homicide per year provides a greater social return than the incremental program costs.

First demonstrated in Boston in 1996 and subsequently in many other jurisdictions, this Gang Accountability approach relies on direct communication with violent groups by a partnership of law enforcement, service providers, and community figures.<sup>19</sup> Together the partnership delivers a unified “no violence” message, explains that violence will bring law enforcement attention to entire groups, offers services and alternatives to group members, and articulates community norms against violence.

The first step is gang mapping, identifying violent groups and members on parole or probation. Based on this map, the police “call in” paroled gang leaders and present a unified face with other law enforcement agencies, service providers, and community voices: a voice of pain from one who's lost family to violence, a voice of redemption from a gang member who's reformed, and a voice of aspiration.

If there is a gang-related homicide, the police and other law enforcement coordinate a zero tolerance crack down on that gang faction. Once the gang has felt noticeable pressure, the police and partners conduct a second call in similar to the first. They offer positive options while pointing to the empty seats -- those who've been arrested since the first call in because their gang committed murder. The call ins repeat as necessary.

Progress to date:

- MacArthur Foundation has provided support for John Jay College to help Chicago adapt this national best practice
- Chicago Police have completed gang audits in every district
- Four police districts held call ins with gang leaders
- In the most established district, on the West Side, shootings are down 13% and murders down 22% in the 20 months since the first call in

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<sup>19</sup> Andrew V. Papachristos, Tracey L. Meares, and Jeffrey Fagan. “Attention Felons: Evaluating Project Safe Neighborhoods in Chicago”, *Journal of Empirical Legal Studies*, Volume 4, Issue 2, 223–272, July 2007.

Action 9  
**Community-based  
Alternatives to  
Detention**

*Lead agencies.* Cook County Departments of Juvenile Probation and Re-entry and Diversion  
*Benchmark.* None identified.  
*Timing.* Current models exist. Expansion pending funding availability.  
*Resources required.* \$3 million - \$4 million per year for program providers.

Even a small amount of time behind bars exposes youth to greater risk of school dropout, unemployment, and future criminality. Community-based alternatives to secure confinement range from temporary housing for youth who are not a safety risk, but cannot go back home, to intensive community supervision. These alternatives have been proven both to be more effective at reducing recidivism and to cost a fraction of detention.

Cook County has significantly reduced the number of juveniles detained, and there is still more to be done. For example, Functional Family Therapy and Multi-Systemic Therapy work with youth and their families to reduce or prevent recidivism and delinquency by providing services such as assessments, in-home family therapy, parent education and support, substance abuse counseling, and case management.<sup>20</sup>

For adult defendants, alternatives to Cook County Jail are equally important. Those who pose no risk to public safety should not be held in the jail -- at great cost to themselves and to taxpayers. Proven alternatives keep such defendants under appropriate levels of supervision while allowing them to remain connected with their communities and participate in educational, substance abuse, or vocational programs. Numerous programs divert individuals from the jail or help those who are in jail temporarily to prepare and plan for successful reentry. One such example is the Day Reporting Center operated by the Cook County Sheriff which provides educational and vocational programming to individuals on pre-trial electronic monitoring. This is only one of a many programs that fall under this category, many run by different government entities.

The long-term goal, for both juvenile and adult detention facilities, is to broaden the capacity and spectrum of programs to keep as many people as possible in their communities, where they have family and other support networks and access to services, without compromising public safety.

Expected milestones:

- Summer 2012: Finalize expansion plan with working groups
- Winter 2012: Launch community-based expansion services
- Spring 2013: Evaluate expansion and determine long-term approach

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<sup>20</sup>“One Hope United Agency Overview”, Revised 07 Dec 2011. Illinois Juvenile Justice Commission, “Illinois Juvenile Justice Commission Youth Reentry Improvement Report”, p. 11, November 2011.

Action 10  
**Enhanced Pre-Trial  
Services**

*Lead agency.* Cook County Adult Probation  
*Benchmark.* 85%-93% avoidance of further arrests while defendants return to court as required in New York City, Washington DC, and Philadelphia.

*Timing.* Pilot in 2012 with grant funding. If successful, institutionalize with public funding in 2014.

*Resources required.* \$2 million – \$3 million annually for minimum 12 trained professional staff, including social workers. Existing resources from Sheriff's Office, State's Attorney, and Cook County Circuit Court will be involved.

In fiscal year 2010, the Cook County jail housed 45,173 inmates who were released on bond shortly after their first court appearance or who were released as soon as their cases were resolved, on average in a matter of weeks. These inmates occupied on average 2,765 jail beds per day at a daily cost of \$143 per person.

Based on best practices,<sup>21</sup> trained professionals interview most of the approximately 100 recently arrested defendants brought to the court. They obtain and verify each defendant's criminal history and personal information. Interviewers and the social work staff assess risk, shape release plans to address risk for failure to appear or re-arrest, and present their recommendations to the attorneys and the judge. For defendants objectively determined to pose:

- Little or no identified risk for failure to appear in court or for re-arrest: Release on Recognizance in lieu of monetary bail and possibly non-monetary conditions
- Greater risk: Appropriate conditions of release considering defendant's risk factors and needs, such as social services, drug treatment, or mental health treatment
- Moderate to high risk: Monitoring and supervision using existing resources such as electronic monitoring, if appropriate, thereby giving Central Bond Court Judges alternatives to pretrial jail detention.

Progress to date:

- Comprehensive Bond Court study completed

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<sup>21</sup> National Institute of Justice, Pretrial Services: Responsibilities and Potential (Washington, D. C., March 2001).

Action 11  
**Aftercare Services  
for Ex-Offenders**

*Lead agency.* Illinois Department of Juvenile Justice  
*Benchmark.* None identified  
*Resources required.* \$500,000 grant secured by DJJ and Illinois Juvenile Justice Commission. Further community partnerships, educational, and vocational resources are needed.  
*Timing.* Pilot is underway.

To promote a youth's successful transition from an Illinois Youth Center (IYC) to the community, IDJJ will collaborate with the youth's family, community, and neighborhood resources. An optimal aftercare approach requires a culture change for facility staff, moving from a punitive toward a rehabilitative, treatment-focused model and beginning re-entry preparation the moment the youth enters IYC.

The new model is evidence-based, engages families, promotes public safety, and holds youth accountable for their actions while providing better services in the facilities and more support once youth are released to the community. This approach could potentially build off of or incorporate principles from Functional Family Therapy and Multi-Systemic Therapy programs, both of which are available in Chicago. These programs work with youth and their families to reduce or prevent recidivism and delinquency by providing services such as assessments, in-home family therapy, parent education and support, substance abuse counseling, and case management.

There are currently 20 aftercare workers and 150 participating youth, a ratio of 1:24. Youth are assigned an aftercare worker upon commitment to IDJJ. Family and community providers are engaged in treatment and re-entry planning while youth are in DJJ facilities. Replacing the more punitive supervision-based approach of adult parole, the program is designed to support and assist the youth while still holding youth accountable. In order to serve youth properly, IDJJ formed partnerships with other agencies through shared services agreements.

Progress to date:

- Implemented three evidence-based screening and assessment instruments
- Developed and provided training on aftercare process and mental health training to Prisoner Review Board members
- Established placement resolution processes that addresses barriers to youth placement plans
- Initiated process with DCFS to utilize community-based Family Advocacy Centers as resource to sustain DJJ involved youth and families in the community

**TOTAL RESOURCE NEEDS**

<b>Initiative</b>	<b>Annual resources (\$M)</b>	<b>Comment</b>
Strong Blocks wraparound	0.0	Existing staff and resources
Expanded safe passage	8.3	Fully funded by CPS this year
Policy reforms based on youth shooting review	0.3	Funding required
Coordinated out-of-school programs	2.0	One Summer Chicago is fully funded by City, County, and private sources this year
Specialized mentoring and family engagement	6.7	Funding required for programming, including BAM
Restorative justice for school discipline	6.0	Funding required for programming
Student re-engagement centers	3.7	Grant submitted to cover pilot
Gang accountability (VRS)	2.6	\$0.6 million funded by private sources
Community-based alternatives to detention	4.0	Funding required
Enhanced pre-trial services	3.0	Funding required
Aftercare services for ex-offenders	0.5	Fully funded by State grant this year
<b>TOTAL</b>	<b>37.1</b>	

<b>Summer</b>	<b>Autumn</b>	<b>Winter</b>
Pilot in at least five districts	Evaluate impact, including community feedback	
Determine metrics	Expand to additional schools	
Pilot in two districts	Determine second wave of pilot	
Serve at least 700 youth at high risk of violence	Evaluate results and determine future model	
Rapid assessment of current state	Expand BAM; Expand CBT to all CPS.	Develop regional SEL strategy
Finalize models and pilot networks	Pilot and monitor	Consider in-year expansion
Identify facilities to house centers and hire staff	Open first re-engagement centers	
Continue VRS call ins	Pilot enhanced social services for VRS participants	Determine long-term support needs
Finalize expansion plan with working groups		Launch community-based expansion services
Issue Bond Court Study	Launch pilot program	
Pilot underway		



**LEGISLATIVE AGENDA**

The highlighted actions for prevention, intervention, and response represent significant undertakings given current resources and the broader State and Federal landscape. The following are priorities for reshaping the landscape.

*Gun registration to deter trafficking*  
HB 5831 could create a State-wide registry for handguns. Handgun owners would obtain a certificate of registration from the Illinois State Police for each handgun they own (just like a car). Upon sale, the registry would track the transfer of gun ownership. This legislation would not restrict the rights of law abiding gun owners; those eligible for a Firearm Owners Identification (FOID) card would have no trouble registering.

The registry would give law enforcement an important tool to combat illegal trafficking of crime guns by enabling police to trace the chain of possession of a handgun to the point where it was illegally transferred. This information is critical for stemming the tide of illegal guns flowing into our neighborhoods. Theft of guns is a major source of crime guns. A stolen gun report gives law enforcement valuable information about guns entering the illegal market and deters traffickers from falsely claiming a gun as stolen.

A recent study found roughly half the guns recovered at Chicago crime scenes originated from licensed gun

dealers outside of Chicago in other parts of Illinois. Other states have similar provisions to track the flow of illegal guns. For example, in California, prospective purchasers must submit an application through a licensed dealer to the California Department of Justice, which maintains a database of those records.

*Community-specific diversion from prosecution*  
SB 2899 would allow Cook County to take a more focused approach to Redeploy Illinois by narrowing down the project to specific geographic areas in need of diversion programs. Each neighborhood or district has its own unique strengths and needs. This bill would allow us to better serve our residents with diversion programs specifically designed for those communities and do so without the fear of failing to meet the required 25% reduction in Department of Juvenile Justice commitments County wide. Instead we can meet the requirement for the designated geographic area through a focused and carefully designed program for that specific area's needs and strengths.

*Maintaining schools' discretion on which student disciplinary incidents to report to police*  
SB 3415 would require school officials to report to police any assault or battery, among other crimes, that occurs on school grounds or school buses. This would unfortunately give

many students criminal records who don't deserve them. Definitions for report-mandatory crimes are so broad they include typically adolescent behavior, such as a threat to hit someone, an average scuffle in the school yard, or food fights. The bill would require police to detain all youth implicated until investigation is complete. This would establish law enforcement records for any youth involved in a fight on school grounds, regardless of their role. Legislators should oppose this bill to avoid stigmatizing youth unnecessarily.

*Including soon-to-be-released prisoners in the census of their last address*

HB 3843 would require anyone with less than four years left on his or her sentence to be counted in the census as a resident of his or her most recent address outside of prison rather than the facility district. This allows for a more accurate census for the purposes of redistricting. It would assist in properly drawing districts by population and also in determining the appropriate amount of funds and services needed in communities. The current practice of counting inmates in the prisons distorts population data and distorts districts,

given Illinois' extremely high prison population (almost 50,000), the concentration of prisons in less populated areas Illinois, and the fact that a majority of people in prisons come from communities far away from where they are incarcerated.

*Allowing home-based electronic monitoring for those sentenced to serve time at Cook County Jail*

SB 3584 would allow county sheriffs to put individuals sentenced to serve time in county jail on electronic home monitoring when appropriate. Thus, counties could save resources when they find an offender is an appropriate candidate to serve his/her sentence in a less restrictive setting. The bill could save County money, allow suitable offenders to remain in touch with family and community which has been shown to reduce recidivism, and reduces the strain on our overpopulated jails. Electronic monitoring allows for the offender to leave the home for services such as drug treatment, day reporting requirements, vocational programming, or community service all of which make the offender less likely to recidivate.

**COMMUNITY LEADERSHIP**

To some degree, communities have been "paralyzed by trauma"; for an initiative like Strong Blocks to succeed, residents must be ready to come out of their homes and actively support the strategy. Low community engagement is sometimes driven by a history of bad experiences and poor service. If residents don't feel a positive change in their interactions with police and other public services, that distrust can work against the credibility of our vision.

To begin laying the foundation for collective action, Helping Hands and GROW each assembled an executive committee of 4-6 individuals or organizations who are respected as leaders in the community and have experience working with coalitions to affect change. Members of the executive committee have an extensive network that reaches across a variety of stakeholder groups. While this group does not have to have expertise in all areas, it is ready and able to

How to address these concerns varies from community to community. The answers can only come from residents themselves and

**"Violence will not go away until we have a success mentality."  
Englewood community leader**

involve others to address the issues.

community stakeholders like community centers and churches, businesses and universities. Public officials and public sector leaders have to listen and work cooperatively.

With open dialogue with the City and County, the executive committees of Helping Hands and GROW each took a few months to

pilot a new process for community-government partnership.

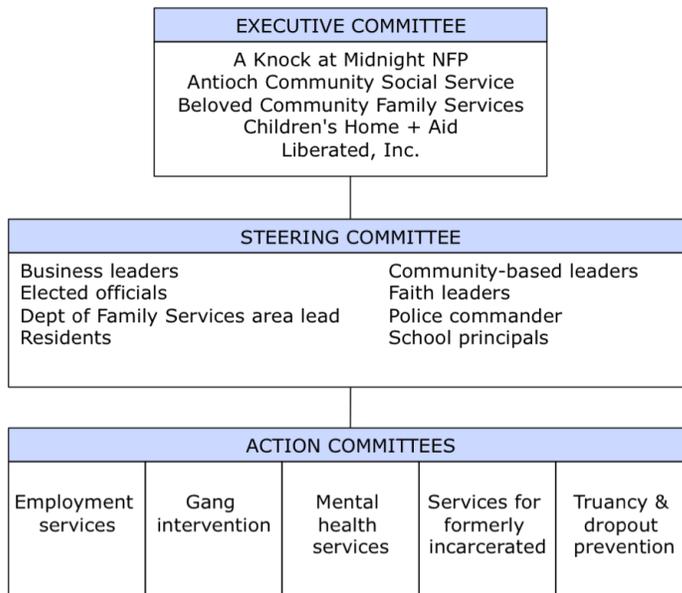
Successful community leadership builds off of anchor institutions and includes leaders from each segment of the community. For example, Helping Hands of Englewood and Greater Garfield Revitalization of the West Side (GROW) have recently formed as leadership groups to guide efforts to reduce violence and stabilize communities.

*Convene stakeholders and set targets.* The executive committee expanded their network of faith, nonprofit, business, resident, and government leaders.

In conjunction with police, schools, and others, this group identified specific actions to undertake with current resources. Early action resulting from these gatherings include marches, vigils, and targeted recruitment for services.

**EXAMPLE OF COMMUNITY LEADERSHIP**

HELPING HANDS OF ENGLEWOOD



address issues. This provides government agencies with a "go to" group to mobilize resources or help implement programs.

The groups have also begun to identify new resources, such as the Federal Promise Community programs, for which the partnership can make them uniquely competitive. There are significant opportunities for Federal, State, local, and private support, if community leaders can develop a competitive case for both the need and their ability to use resources effectively.

To meet the community's aspirations, the steering committee began to identify strong programs that could be expanded or refocused.

*Assess community assets and aspirations.* Once community leaders and town hall forums identified the community's assets and aspirations, the City and County provided benchmark data for these, helped inventory community assets, and identify strong practices to consider modeling.

*Ensure accountability and results through partnership.* Helping Hands and GROW have begun to meet regularly to report on progress and

The central support for community leadership presents an opportunity to inform residents on some of the broader initiatives already underway to help improve communities, such as City Colleges re-invention, bike lanes, CTA renovation, and others. Initiatives like these establish a more positive tone and can create an atmosphere closer to true community-wide "prevention" envisioned.

Many collaboratives face the challenges of how to sustain themselves, how to plan for leadership succession, and how to maintain energy after the initial rush. City, County, and State government must offer the support these leaders need. For example, local government could sponsor neighborhood tours to share best practices or an annual summit of community and government leaders.

**"This vision is just what the doctor ordered."  
West Side minister**

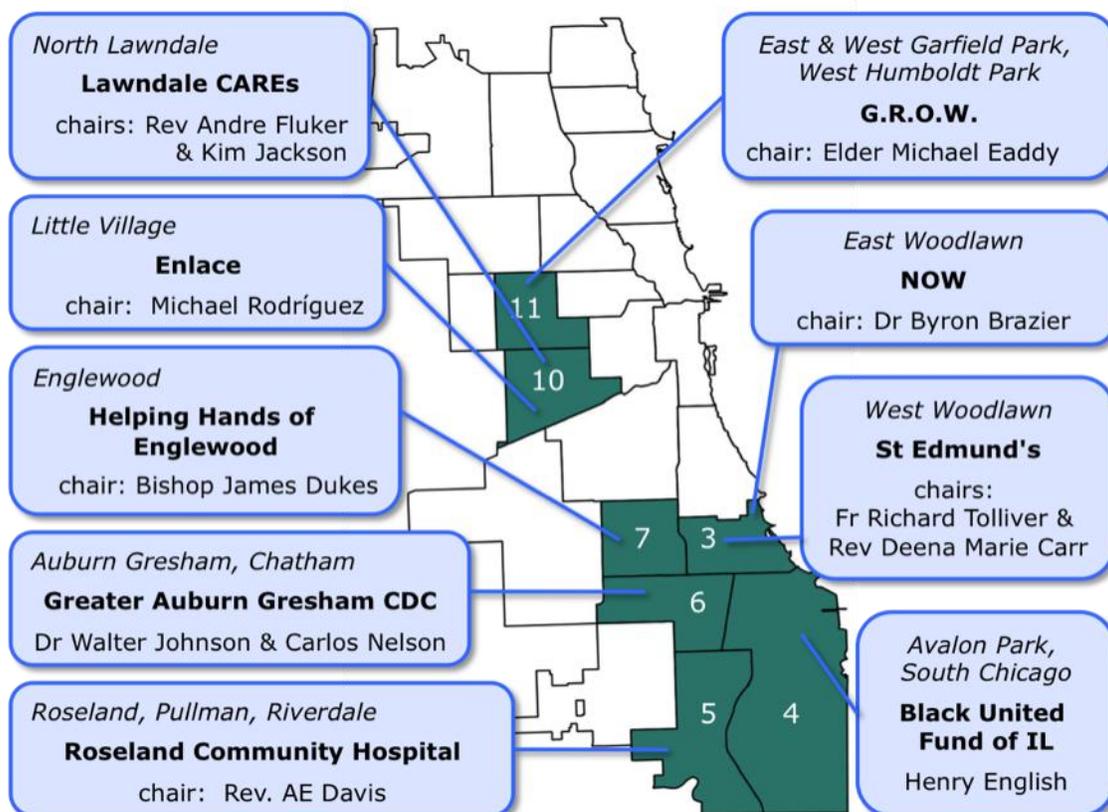
This overall approach builds on several models of community engagement already operating in the city and suburbs, such as those operated by Local Initiatives Support Cooperative (LISC), Illinois Neighborhood Recovery Initiative, and Community Alternative Policing Strategies (CAPS).

Open dialogue sessions with the Mayor's Office and County President's Office have already started, to open

communications among community leaders and with public officials.

At these sessions, community leaders share their long-term strategies and discuss recent milestones and challenges. Government agencies provide performance data about how they are serving these communities, for example, how quickly 311 service requests are filled.

**COMMUNITY LEADERSHIP COUNCILS TO REDUCE VIOLENCE**  
OPEN DIALOGUE WITH CITY AND COUNTY 2012



**ACCOUNTABILITY AND COLLECTIVE IMPACT**

The complexity of the effort requires clear roles, efficient support, and open communication. To give a sense of the complexity, we have:

- 2 co-leaders: Mayor Emanuel and President Preckwinkle
- 56 planning group members representing 36 different organizations
- 97 community leaders on 7 community leadership councils
- 11 actions for prevention, intervention, and response
- Annual spend of \$4.4 billion.

With so many resources already committed, we need to work with what we have. And we need a simple, well understood structure. To that end, the Mayor and County President have assembled a few groups to lead the effort to make our region safer.

*Operating Committee*

The CEOs of the agencies responsible for the 11 model programs have begun meeting regularly to determine which opportunities to pursue, how to coordinate geographically and across agencies, and how to allocate resources. They will continue to meet every other month.

*Advisory Committee*

A diverse set of leaders from community, faith, nonprofit, foundation, academic, business, and City, County, and State

agencies -- many of whom serve on the planning committee -- will continue to advise on the plans implementation. They will ensure a broad range of voices continue to be at the table. Meeting a few times a year, the advisory committee will help identify new opportunities and ways to engage broader participation.

*Youth leadership council*

Convened by UCAN to advise the National Forum on Youth Violence Prevention, youth from across the region have begun identifying ways to enhance community safety and have begun expanding youth-led programs to engage their peers.

*Core team*

A small team in the Mayor's Office and

**STRUCTURE TO IMPLEMENT THE ACTION PLAN**



County President's Office, with pro bono support from businesses, have been coordinating the implementation of the plan. They hold weekly reviews of project status, submit regular reports to the Mayor, President, and Operating Committee, reach out to communities, provide support to community leadership councils, and lead support projects such as the data sharing and dashboard described below.

### *Action project owners*

Each project has a lead agency which has assigned a single point of accountability for the project. This project owner drives inter-agency collaboration, decision making, funding support, and project momentum, with guidance from the Action Team. Project teams participate in project reviews with the Core Team at least monthly.

### *Community leadership*

As outlined in a previous section, the councils forming several neighborhoods are critical for the sustainability of our efforts. Regional success requires government officials providing the tools and support for communities to succeed.

## **Data sharing**

To target interventions as efficiently as possible, program directors and service providers need to be able to share data at an individual person. The Family Educational Rights and Privacy Act (FERPA) and the Health Insurance Portability and Accountability Act (HIPAA) present challenges throughout

the country to this type of data sharing. Within these constraints, jurisdictions such as Louisville, Milwaukee, and the Austin Independent School District have each found ways to share data to improve their programs.

In Chicago, several community-based organizations have formed a committee called the "Peace Hub" to tackle such data sharing issues. From a government agency perspective, the Juvenile Detentions Alternative Initiative has launched a sub-committee to address data sharing. Chapin Hall at the University of Chicago has great experience locally with data sharing agreements for research purposes. Building on that base and borrowing from other jurisdictions, the Action Plan will develop a three-pronged approach to data sharing.

### *Universal sharing agreement*

A single document signed by each agency will be negotiated one time with input from all of the stakeholders. Once signed, the agreement will make data available across agencies within legal restrictions. This will save significant legal effort from now on.

### *Universal release process*

To accommodate privacy restrictions required by Federal law, City and County agencies will create a universal release process for parents to determine efficiently what data they would like shared with which agencies for which purposes. This process will enable parents to connect their children to the most appropriate service at the right time.

*Proof-of-concept data repository*

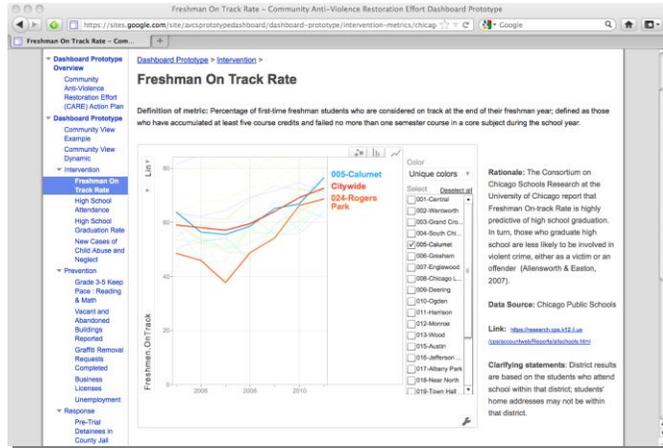
Within the above legal framework, a centralized data sharing repository will support the free flow of operational and evaluation data among public agencies, community-based delegate agencies, and academic evaluation partners, within privacy and legal constraints. With pro bono support, the City and County developed a proof of concept and are determining resources needed to build out the data repository.

**Dashboard**

A public dashboard, available online, will report the effectiveness of the implementation. It will offer leading indicators of progress in prevention, intervention, and response, compiling data already available through the City-County-State open data portal in easier-to-understand formats, much like the dashboard in a car.

The dashboard will enable the Mayor and County President to assess

resource needs across geography and program type. Additionally, it allows stakeholders to hold each other accountable for the results needed to make our region safer.



**National Forum**

Chicago is one of six cities chosen for the annual National Forum on Youth Violence Prevention, established by the Federal Departments of Justice and Education at the direction of President Obama. Regular working sessions with peer cities and federal agencies share updates on progress.

**"Let's build a culture where youth feel loved, nurtured, removing their fears and restoring their hopes and dreams so they can believe in their dreams again."**

South Side community organizer

**LEADERSHIP GROUP AND PRO BONO SUPPORT**

Chicago Mayor Rahm Emanuel and Cook County President Preckwinkle invited a diverse leadership group to develop this action plan. In addition, they are grateful to the youth of Little Village, at Options Laboratory High School, the Urban League, and the Illinois Youth Center-Chicago who participated in planning sessions.

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