



Syracuse Safer Streets Program Update

Mayor's Office to Reduce Gun Violence (MORGV)

June 2024 – August 2024

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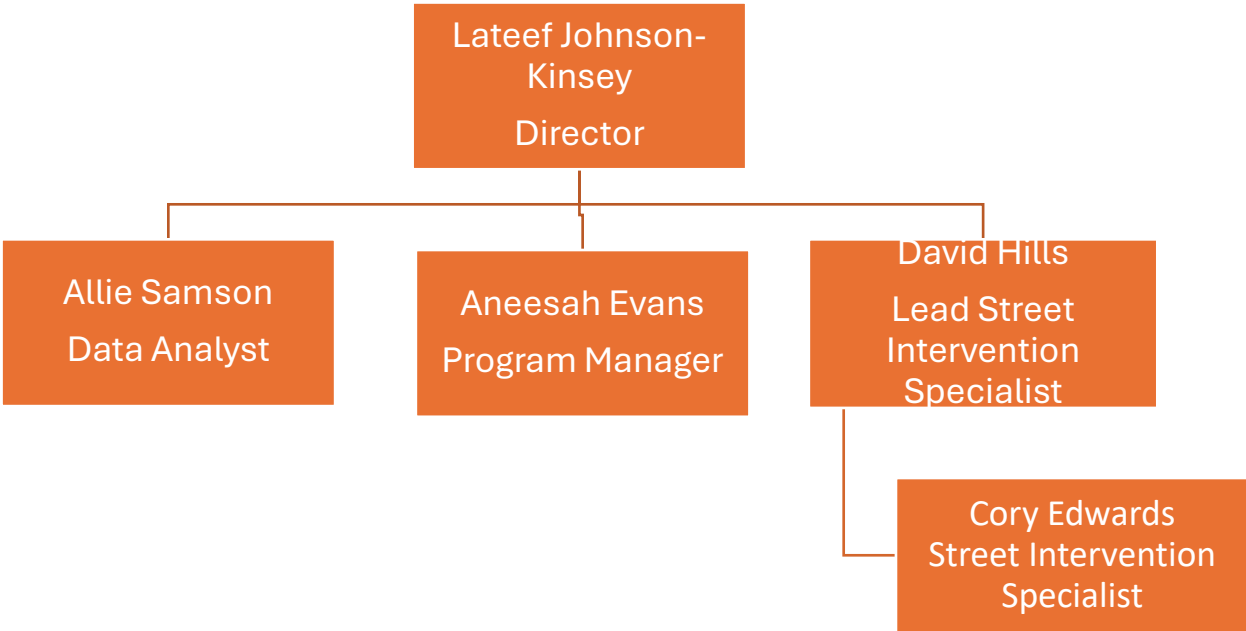
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MORGV Team



Program Overview

Safer Streets is an evidence-based Community Violence Intervention (CVI) modeled to interrupt and prevent violence in the City of Syracuse. Our program uses trusted credible messengers to deliver key intervention elements and serve as full partners who provide input and guidance on the intervention's approach. The program addresses individuals who pose an immediate physical threat to public safety such as gun violence, homicide, and assault. The program serves 50 of the highest-risk youth ages 18-27 engaging in or becoming victims of gun violence and gang involvement. It is important to note that the word gang refers to organized and law enforcement-recognized groups but also the general assembly of associated young people not necessarily recognized in law enforcement documentation but emerging in their criminal activity. Safer Streets offers young adults the following services:



Street Intervention



Mentorship



Cognitive Behavioral Therapy (CBT)



Economic Opportunity



Workforce Development

Learn more about the City of Syracuse CVI Plan: <https://www.syr.gov/Departments/Mayor-Office/Mayors-Office-Initiatives/CVI>

Contracted Organizations

| Contractor | Service | Contracted Amount | Total Amount Invoiced | Total Amount Expended |
|--|-----------------------------|-------------------|-----------------------|-----------------------|
| Good Life Philanthropic Youth Foundation | Case Management & Mentoring | \$269,722.89 | \$60,955.69 | \$60,853.53 |
| The Salvation Army | Case Management & Mentoring | \$229,110.20 | \$30,657.96 | \$30,657.96 |
| Northside Learning Center | Street Intervention | \$53,490.30 | \$18,241.60 | \$16,132.09 |
| Project H.E.A.L. | Individual & Group Therapy | \$343,869.90 | \$145,130.40 | \$106,762.46 |

Program Services

Street Intervention

- Track, intervene, and solve conflicts between gangs before violence occurs.
- Outreach workers stay in contact with individuals to track and address conflicts.

Mentorship & Case Management

- Establish positive and trusting relationships and provide case management.
- Advocate for clients and guide them through systems, such as courts, schools, and employment services.

Individual and Group Therapy

- Address self-destructive beliefs that manifest themselves violently.
- Culturally representative licensed therapists use tools to assist individuals to encourage positive thinking and behavior.

Timeline of Contracts

August 18, 2023 – Approval from Common Council

| Goodlife Youth Foundation | |
|----------------------------------|--|
| 9/18/23 | Draft contract emailed to the agency |
| 11/8/23 | Contract fully executed |
| 11/17/23 | Requested Finance Department to create requisition. |
| 11/21/23 | Finance Department requisition created in PeopleSoft |
| 12/4/23 | Purchase order dispatched to agency |
| 10/8/24 | Contract scheduled to expire. |

| The Salvation Army | |
|---------------------------|--|
| 9/13/23 | Contract emailed to agency |
| 10/18/23 | Contract fully executed |
| 11/3/23 | Requested Finance Department to create requisition. |
| 11/6/23 | Finance Department requisition created in PeopleSoft |
| 11/13/23 | Purchase order dispatched to agency |
| 9/18/24 | Contract expired. |

| Northside Learning Center | |
|----------------------------------|--|
| 8/24/23 | Contract emailed to agency |
| 10/2/23 | Contract fully executed |
| 10/26/23 | Requested Finance Department to create requisition. |
| 10/26/23 | Finance Department requisition created in PeopleSoft |
| 11/6/23 | Purchase order dispatched to agency |
| 9/18/24 | Contract expired. |

| Project H.E.A.L | |
|------------------------|---|
| 9/13/23 | Contract emailed to agency |
| 10/10/23 | Contract fully executed |
| 11/3/23 | Requested Finance Department to create requisition. |

| | |
|----------|--|
| 11/6/23 | Finance Department requisition created in PeopleSoft |
| 11/13/23 | Purchase order dispatched to agency |
| 9/10/24 | Contract expired. |

In March 2024, the Strategic Initiatives team determined that funds needed to be encumbered directly to the ARPA grant. Following this, a request was made to the FinOps team to create a new requisition, which was successfully created in PeopleSoft. The requisition then encountered a budget error, prompting an interdepartmental collaboration between the FinOps, MORGV, and Purchase teams to increase the dollar amount on the contract. The Purchase team then updated the available funds, and new Purchase Orders were dispatched to all agencies.

Syracuse Economic Development Corporation (SEDCO) Loan Opportunity

The City of Syracuse pays contractors through an invoicing process. During the contracting phase, it was determined that the agencies lacked sufficient cash flow to initiate their service delivery. A partnership with SEDCO enabled a lending opportunity to assist with start-up costs. The opportunity included the following:

- **Purpose:** Funds to cover expenses related to outreach and servicing assigned clients.
- **Start-up Funding Offer:** SEDCO provides MORGV’s contracted vendors with up to \$172,000 in working capital.
- **Individual Vendor Cap:** Each vendor can receive up to \$90,000. No vendor can receive an amount that exceeds their executed contract.
- **Interest Rate:** Low interest rates between 1-2%.
- **Term:** Repayment term of up to 24 months (2 years).

See Appendix A for a copy of the SEDCO ARPA Safer Streets Revolving Loan Fund for more details

Hiring

The Mayor's Office to Reduce Gun Violence utilizes best practices from the New York State Department of Criminal Justice Services (DCJS) and US Department of Justice Community Violence Intervention (CVI) protocol for contracted organizations to identify and facilitate the hiring of reputable and qualified credible messengers to be Case Managers, Mentors, & Street Intervention Specialists for this program. These credible messengers work on the frontlines to offer positive guidance, effective de-escalation strategies, peaceful conflict mediation, and to connect at-risk youth to life-sustaining resources.

Director Lateef Johnson-Kinsey assembled a hiring committee comprised of diverse community members.

Credible Messenger Hiring Panel

Lateef Johnson-Kinsey

- Director, Mayor's Office to Reduce Gun Violence

Sharon Owens

- Deputy Mayor, City of Syracuse

Colin Hillman

- Sergeant, Syracuse Police Department

Sarah Pierce

- Lead Crime Analyst, CNY Crime Analysis Center

Dave Hills

- Credible Messenger, Mayor's Office to Reduce Gun Violence

Helen Hudson

- President, City of Syracuse Common Council

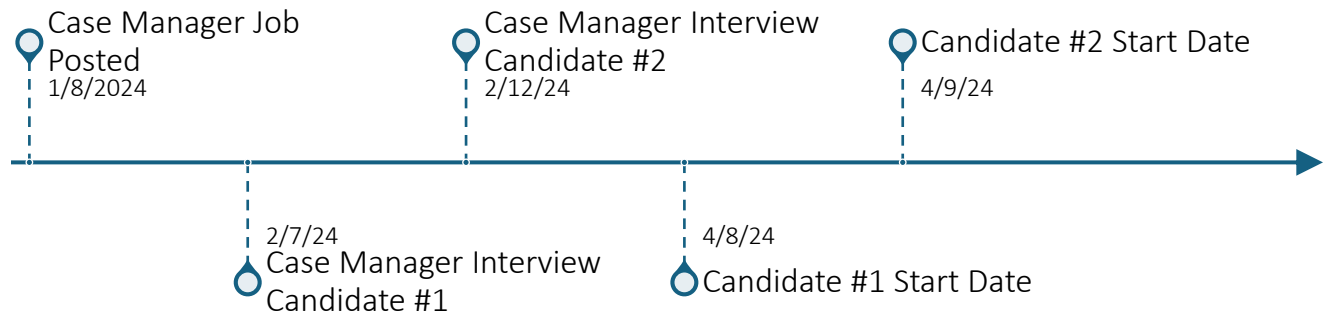
Rasheada Caldwell

- Common Councilor, City of Syracuse

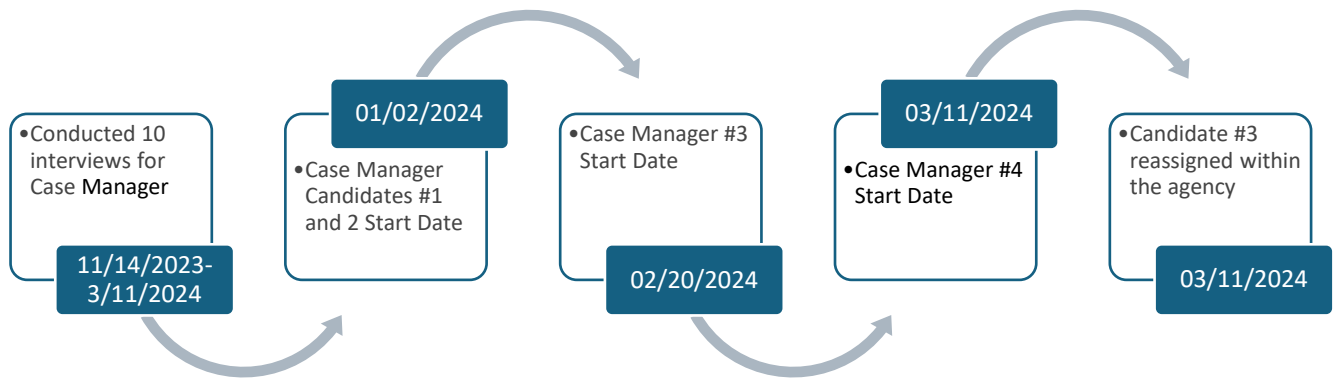
Recruitment Efforts

| Agency | Strategies | Challenges | Solutions | Notable Achievements |
|-----------------------------------|--|---|--|---|
| Salvation Army | Job posted on Indeed.com and the Salvation Army Website. | Finding a diverse pool of qualified candidates. | Community networking to advertise positions. | Hired 2 qualified case managers |
| Good Life Youth Foundation | Networking with the community to seek qualified individuals with prior experience, passion, and integrity for this work. | Explaining to new hires that this is not an attempt to further criminalize our youth. | Implement honest and direct dialogue about expectations and the vision of the program. | Hired 3 case managers dedicated to forming connections and providing mentorship to our youth. |
| North Side Learning Center | Shared job openings by email through NSLC network. | Identifying credible messengers with North Side ties. | Sought and appreciated the advice and recommendations from Safer Streets partners. | Hired 2 staff personnel. |

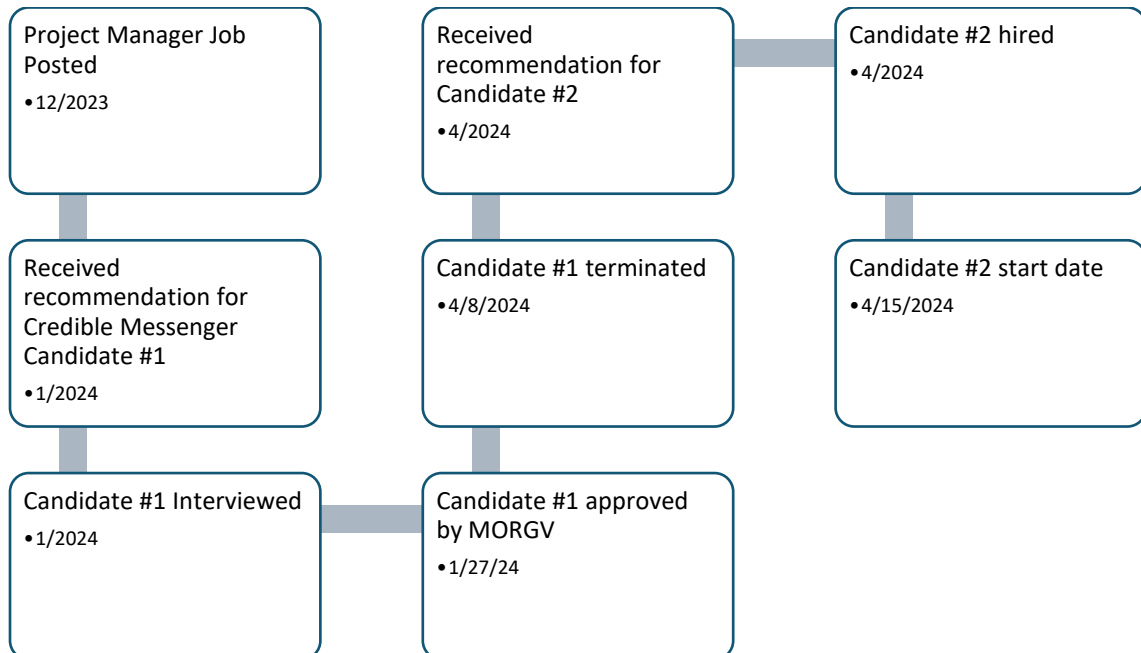
The Salvation Army Hiring Timeline



Goodlife Youth Foundation Hiring Timeline



Northside Learning Center (NSLC) Hiring Timeline



Program Implementation

Meetings & Training

The Mayor’s Office to Reduce Gun Violence holds several collaborative meetings to discuss the progress of programs and to address overall gun crime in the City.

Safer Streets Check-In Meetings

- **When:** Bi-Weekly
- **Who:** All Safer Streets program staff (Directors, management, credible messengers, therapists), CNY Crime Analysis Center personnel, probation and parole officers.
- **Why:** To discuss progress of the Safer Streets program, identify challenges, and collaborate for resolutions.

Intensive Training Retreats

- **When:** Quarterly
- **Who:** All City contracted organizations and staff, CNY Crime Analysis Personnel.
- **Why:** To provide respite for program staff, discuss progress of MORGV programs, identify challenges, provide credible messenger training, and collaborate for resolutions.

City of Syracuse-Onondaga County Coalition to Reduce Gun Violence

- **When:** Monthly
- **Who:** Executives from the City of Syracuse, SPD, Sheriffs Department, NYS Troopers, CNYCAC, District Attorney’s Office, Probation, Parole, SCSD, Attorney General’s Office.
- **Why:** To provide updates on MORGV program efforts, discuss overall gun crime in the City, identify challenges, and collaborate for resolutions.

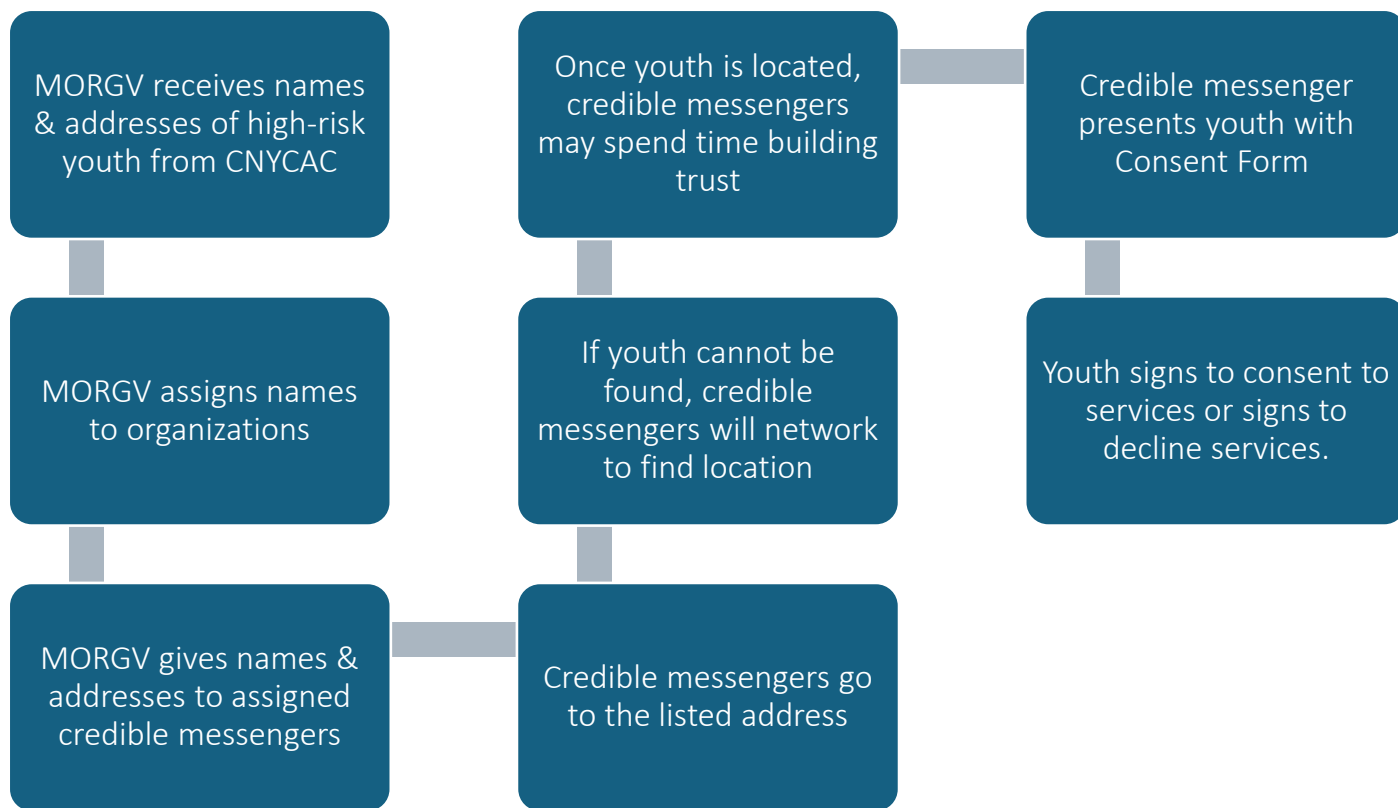
CVI Coalition to Reduce Gun Violence

- **When:** Monthly
- **Who:** All City contracted organization executives, grassroots organizations, Project RISE, SCSD.
- **Why:** To provide updates on MORGV program efforts, identify gaps in services among organizations, and discuss how to effectively collaborate.

See Appendix B for copies of attendance logs and descriptions of each meeting

Outreach Efforts

The Mayor's Office to Reduce Gun Violence receives names and addresses from the CNY Crime Analysis Center. All 50 names (plus an additional 5 alternates) have been given to all contracted service providers. Credible messengers use a *boots on the ground* approach for outreach efforts. This includes walking in the community, knocking on doors, and networking to find the location of the youth. Initial contact is a challenge for credible messengers who are not familiar with certain youth they are assigned to. Therefore, collaboration with the CNY Crime Analysis Center has been key to receiving phone numbers, other potential addresses, and promising points of contact. Once contact is made, the credible messenger may take time to build trust with the youth before presenting them with the Consent Form (provided by the City of Syracuse Law Department) for a youth to enroll in the program and consent to services.



See Appendix C for a copy of the Work Breakdown Structure for more details

Project H.E.A.L Activities & Initiatives

Project HEAL has been immersed in a multifaceted approach aimed at fostering mental health support and addressing the underlying factors contributing to violence within our community.

Meetings and Collaboration

A weekly meeting between credible messengers/case managers and the therapists has been recently initiated to discuss alternative methods that would bring young men into therapy. These young men are also discussed during a weekly meeting of the clinical staff and a therapist is assigned.

Procedure for Assessment

A procedure for assessments, counselor assignments, and submission of monthly surveys has been established for the program. The assessment process has been improved by virtue of collaboration between the clinical/mental health staff and the staff of Good Life and Salvation army to follow a particular protocol. Therapists are notified by a credible messenger/program coordinator when a client is ready for therapy. A therapist will then be assigned to the client and schedule the assessment. See *Appendix C* for more details.

Client Engagement

Fourteen young men have been assessed (since the end of July) and all have been assigned to a therapist. The young men that are engaged are working on building rapport with the therapist, have discussed their current stressors, expressed an interest in accomplishing goals for his future, and has verbalized triggers and alternative ways to address challenges.

See Appendix D for a full copy of the Project H.E.A.L. Quarterly Report

Program Oversight

The Mayor's Office to Reduce Gun Violence oversees all contracted organizations in the Safer Streets program. Specifically, Director Lateef Johnson-Kinsey oversees all program operations by coordinating meetings, training visits, and responding to shots-fired incidents. Additionally, MORGV's Lead Street Intervention Specialist, David Hills, conducts all credible messenger training for the program and frequently holds site-visits with CBOs.

Shots-Fired

Director Lateef Johnson-Kinsey is notified of every shots-fired incident in the City of Syracuse. He will then report directly to the scene or to the hospital. Lateef will talk with the victim, their families, SPD, hospital staff, and/or CBOs depending on the circumstances. Each report to a shots-fired incident is then documented in a Microsoft Form.

See Appendix E for a copy of the Shots-Fired reporting form

Site Visits

Site visits occur frequently throughout the duration of the program. Director Lateef-Johnson Kinsey will notify agencies when site visits occur to have 1-on-1 communication with each organization and to receive program updates. Lead Street Intervention Specialist, David Hills, often accompanies Lateef or will manage site visits independently for collaboration and to provide support. Each site visit is then documented in a Microsoft Form.

See Appendix F for a copy of the Site-Visit reporting form

Program Oversight

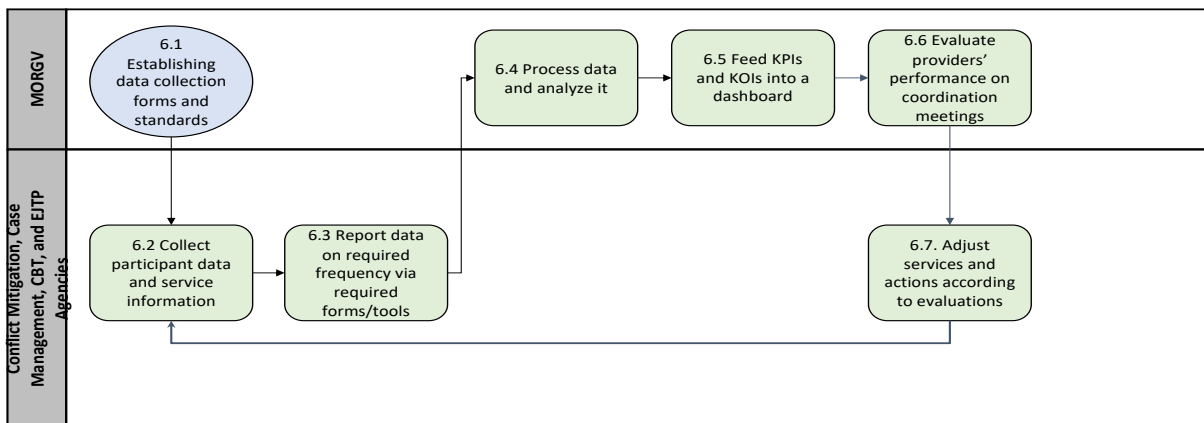
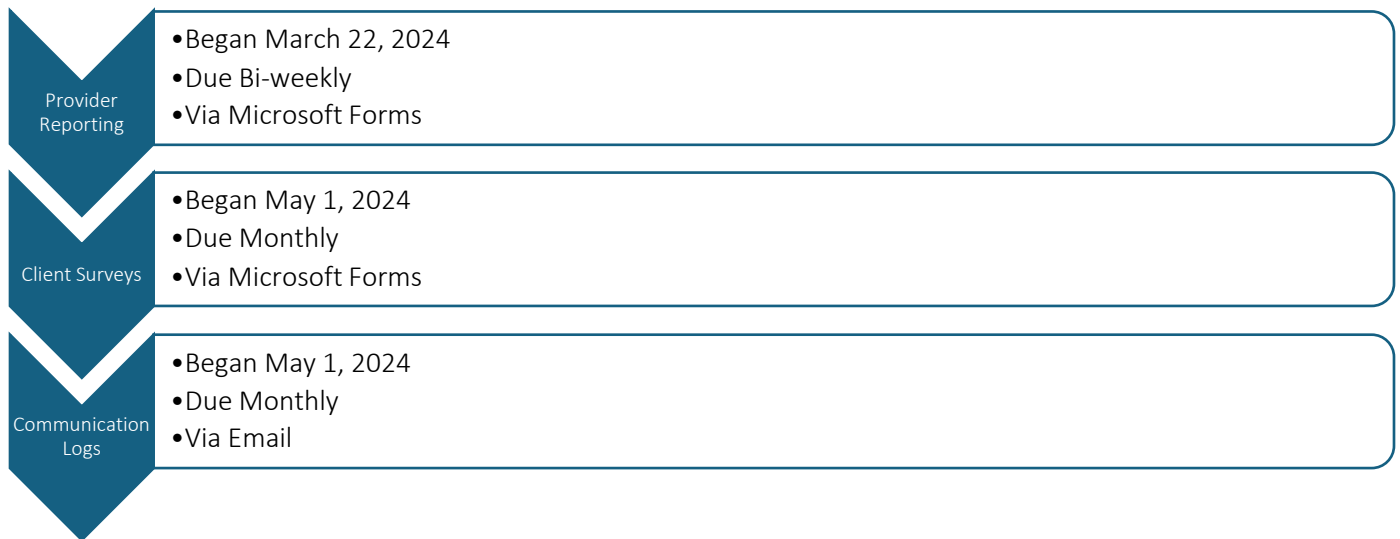
The City of Syracuse is responsible for conducting quarterly site visits for ARPA subrecipients. Samia Al-Fareh, the Deputy Director of Strategic Initiatives for the Mayor's Office, conducts each site visit with an executive from each organization. A thorough review is administered by asking subrecipients a variety of questions pertaining to program processes and expectations, ensuring financial paperwork and documentation are up-to-date, and identifying how and where files are stored to ensure confidentiality and security.

| | | | |
|----------------------------|----------------|---------------------------|--------------|
| Good Life Youth Foundation | Salvation Army | Northside Learning Center | Project HEAL |
| • 07/25/2024 | • 06/28/2024 | • 07/03/2024 | • 07/31/2024 |

Data Collection

To assess the effectiveness of the Safer Streets program in the City of Syracuse, data has been collected from bi-weekly reports gathered directly from the organizations who are providing services to fulfil the needs of the program. Additionally, communication logs have been collected monthly to document all contact with youth. Additionally, enrolled youth complete monthly surveys to assess their progress within the program. The client reports are cross-examined with the provider surveys to affirm the information documented by the service providers. Lastly, the Mayor's Office to Reduce Gun Violence works directly with the CNY Crime Analysis Center and the Syracuse Police Department to receive information on overall crime and client supervision via probation and parole.

Data Submission & Analysis Workflow



See Appendixes G-K for copies of all reporting forms

Data Sharing & Youth Consent

All participating organizations have completed and signed the City of Syracuse Data Sharing Agreement. This agreement ensures the integrity and confidentiality of our data by providing protection of sensitive information while still permitting collaboration with external parties.

Given the sensitive nature of this work, it is of the utmost importance to protect the privacy of program participants and strictly maintain complete confidentiality. All individuals (outside of MORGV) with access to or knowledge of information regarding the program are required to sign a Non-Disclosure Agreement (Appendix 3) of the Data Sharing Agreement.

The City of Syracuse Department of Law created Consent Forms for participating youth to sign upon consent to accepting services. Credible Messengers have been trained on how to approach youth with the Consent Form and thoroughly explain services offered by the program. Youth that decline services may also sign a “Declination of Services” form.

See Appendix L-O for a copy of the Data Sharing Agreement & Consent/Declination of Services Forms

June 2024 – August 2024 Program Data

| Description | Total |
|--|---|
| Youth Referred to the Program | 55 |
| Youth Referred to Contracted Organizations | 55 |
| Total Drop Out | 0 clients have willfully dropped out. 5 enrolled clients are currently in police custody. |
| Total number of outreach contacts | 325 |
| Total number of mentorship activities | 255 |
| Total number of street conflict intervention meetings | 25 |
| Total number of participants arrested for shootings with injuries or homicides | 0 |
| Educational Attainment (% of enrolled participants as of 8/22) | 42% |
| Employment Status (% of enrolled participants as of 8/22) | 42% |
| Total number of new jobs* | 5 |
| Youth Demographics | |
| | Total |
| Gender | 55 Male |
| Race | 51 Black, 4 White |
| Current Age (Average) | 23 years old |

*High-risk youth often begin and leave a variety of jobs on a frequent basis.

| Organization | Outreach Contacts | Mentorship Activities |
|----------------------------|-------------------|-----------------------|
| Good Life Youth Foundation | 191 | 171 |
| Salvation Army | 134 | 84 |

Crime Statistics

Homicide and Shooting with Injuries in Intervened Hot Spots

June-August 2024

June 2024

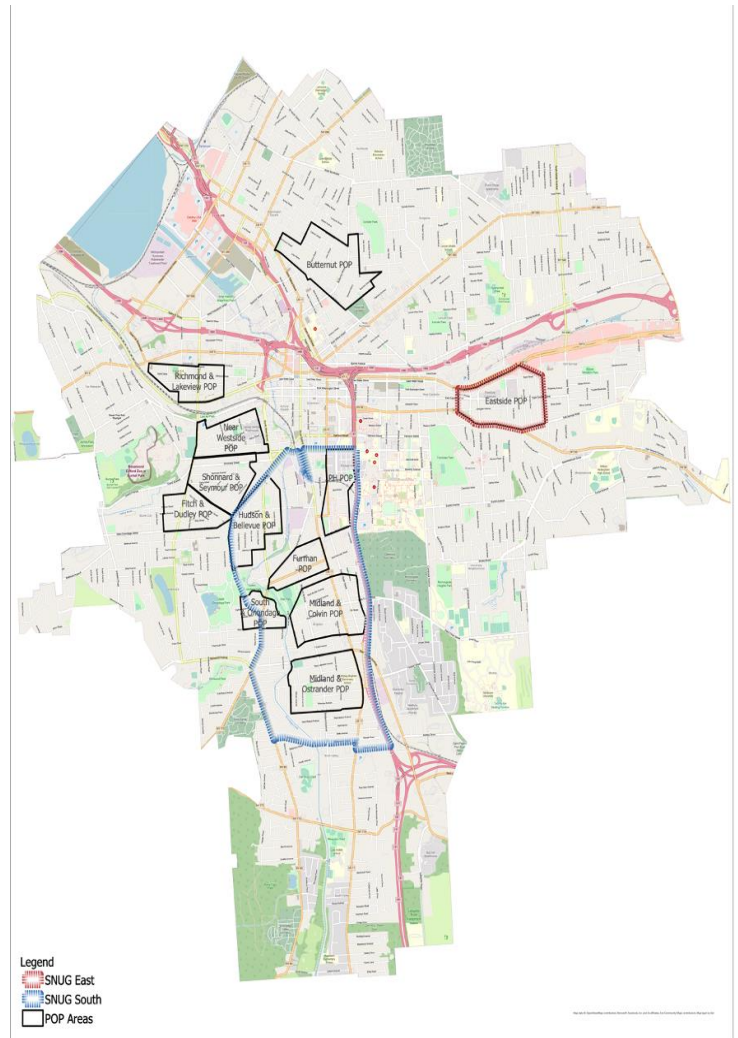
Shonnard/Seymour – Shooting w/ injury. (1) injured.
Pioneer Homes – Shooting w/ injury. (1) injured.
Midland/Ostrander – Homicide. (1) killed w/ gun.
Butternut – Homicide (1) killed w/ gun.
Furman – Homicide. (1) killed w/ gun.
Hudson/Bellevue – Homicide. (1) killed by stabbing.
Eastside – Homicide. (1) killed by stabbing.

July 2024

Fitch/Dudley – (3) separate Shooting with Injuries incidents, (1) injured in each incident.
Hudson/Bellevue – Shooting with Injury, (2) injured.
Shonnard/Seymour – Shooting with Injury, (1) injured.
Near Westside – Shooting with Injury, (3) injured.
Butternut – (2) separate Shooting with Injuries incidents, (1) injured in each incident.

August 2024

Eastside - One homicide by gun with one dead, and one shooting with injury, one injured.



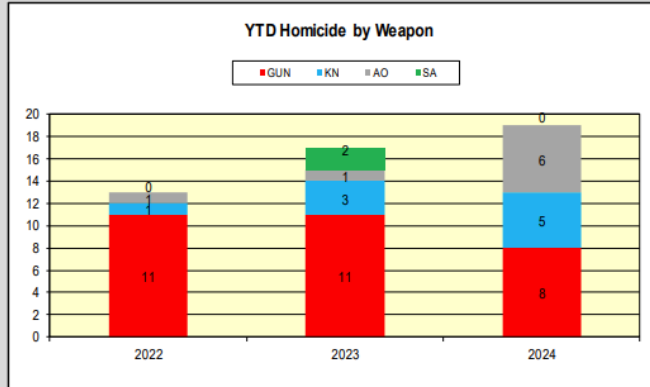
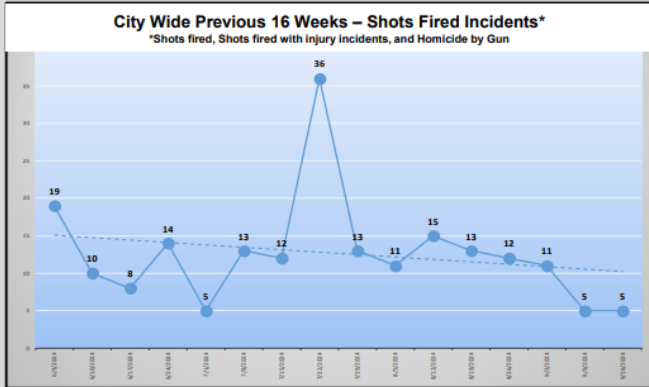
Overall Crime Stats June-August 2024:

- None of the 55 Safer Streets participants were arrested for these crimes.
- 2 of the 55 Safer Streets participants were victims of these crimes.

SPD Comparative Statistics (COMSTAT) – September 16, 2024

Homicide, Gun Crime, & Firearm Trends

Current Reporting Week: 09/10/2024 to 09/16/2024



| Shots Fired | |
|-------------|-----------|
| Year | YTD Total |
| 2023 | 480 |
| 2024 | 353 |
| % Change | -26% |

| Incidents of Shootings with Injury | |
|------------------------------------|-----------|
| Year | YTD Total |
| 2023 | 57 |
| 2024 | 38 |
| % Change | -33% |

| Incidents of Shootings with Injury or Death | |
|---|-----------|
| Year | YTD Total |
| 2023 | 68 |
| 2024 | 46 |
| % Change | -32% |

| Shooting Victims Injured or Dead | |
|----------------------------------|-----------|
| Year | YTD Total |
| 2023 | 85 |
| 2024 | 53 |
| % Change | -38% |

| Recovered Firearms Statistics | | | |
|---------------------------------|------|------|----------|
| | 2024 | 2023 | % Change |
| Recoveries | 201 | 199 | +1% |
| Recoveries with CPW Arrest | 140 | 158 | -11% |
| % of Recoveries with CPW Arrest | 70% | 79% | |
| CPW – Firearm Arrests | | | |
| Arrests | 249 | 278 | -10% |

Data updated 9/16/2024 - 1400hrs

See full report: <https://www.syr.gov/Departments/Police/Public-Information/COMPSTAT>

Program Challenges & Solutions

| Challenge | Resolution |
|---|---|
| <p>Making initial contact can be challenging for credible messengers due to not recognizing the names of youth. Their familiarity is based on “street” names. In addition, having a current phone number is challenging because the number is frequently changed or disconnected.</p> | <p>We have collaborated with the CNY Crime Analysis center to receive photos of youth to show to credible messengers to put faces to names.</p> |
| <p>Clients move/relocate frequently making initial contact and follow-up difficult.</p> | <p>We receive bi-weekly updates from the CNY Crime Analysis Center and have included probation and parole in our bi-weekly check-in meetings who offer information on where/how to best locate youth.</p> |
| <p>Communication among CBOs is inconsistent.</p> | <p>Holding mandatory bi-weekly meetings allows a guaranteed time for CBOs to communicate. Additionally, we have created a Safer Streets phone-tree to share emails & phone numbers across CBO staff to encourage communication and collaboration outside of MORGV organized meetings.</p> |
| <p>Timely reporting for data collection.</p> | <p>A Data Collection form has been created and distributed which includes a calendar of all reporting submission due dates. Additionally, we send reminders via email 3 days prior to the deadline.</p> |

What's Missing?

Neutral Spaces

- Having neutral spaces, such as community centers, would be helpful for credible messengers to bring youth together in a safe space in an unbiased area of the City.

Transportation

- Credible messengers often bring youth to and from work due to the lack of reliable transportation and suspended drivers licenses. Having access to affordable and reliable transportation would be helpful for credible messengers to ensure youth are able to attend work.

Housing/Respite

- Stable housing is often difficult to achieve for youth with minimal family support, after being released from law enforcement custody, or after being the victim of a crime. Youth who are in this transition are often in need of shelter and/or respite to get back on their feet.

Curriculum

- A developed curriculum for credible messengers to engage with youth who may lack a solid educational foundation and critical thinking skills. Introducing new language, strategic thought patterns, and decision making skills from credible messengers could help motivate youth to develop and achieve new goals.

Credible Messenger Mental Health Support

- Being a credible messenger is often a physically and mentally demanding and taxing job. Additionally, credible messenger experiences can often be mentally triggering on the job. The Mayor's Office to Reduce Gun Violence supports credible messengers by hosting retreats to provide respite and holding open discussions to share thoughts and feelings. However, additional mental health support is necessary to ensure our boots on the ground staff is mentally prepared to help others in return.

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