

**TALLAHASSEE – LEON COUNTY  
VIOLENCE REDUCTION STRATEGIC PLAN**



**February 26, 2024**

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# Tallahassee-Leon County Violence Reduction Strategic Plan

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# Tallahassee-Leon County Violence Reduction Strategic Plan

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## Introduction

The Tallahassee-Leon County Violence Reduction Strategic Plan was developed through a collaborative planning process informed by robust research and community input. Specifically, from April to October 2023, a planning team engaged in a series of monthly meetings to discuss homicide and gun violence in Tallahassee and Leon County, and to explore strengths and weaknesses in the violence reduction and violence prevention services currently available in the county. Importantly, the planning team was informed by research from the Florida State University's (FSU) College of Criminology and Criminal Justice, community input solicited by SalterMitchell PR (SMPR), and facilitation of the strategic planning process by the National Institute for Criminal Justice Reform (NICJR). Through these planning sessions and employing the multiple sources of research provided, the planning team developed goals, recommendations, and implementation strategies for the Tallahassee-Leon County Violence Reduction Strategic Plan.

## Background

In response to rising gun violence, in November of 2021, the Leon County Sheriff's Office (LCSO) released the *Anatomy of a Homicide* report outlining the findings of an exploratory review of homicides that occurred in Tallahassee and Leon County. From 2015-2020, there were 141 homicides in Tallahassee and Leon County. The sample used in the *Anatomy of a Homicide* included 103 cases involving 108 victims and 125 offenders. Twenty (20) of the 125 offenders were unknown. Of the remaining 105 offenders, the project team was able to obtain data for 92. Key findings from this report included:

1. Homicides predominantly occurred in socioeconomically disadvantaged communities within the county, and most victims and offenders resided within these same communities.
2. The majority of homicides were committed with firearms, which in many cases were not legally owned.
3. Many homicides were committed in the commission of another crime, such as a robbery, drug deal, or theft.
4. Victims and offenders were overwhelmingly young Black males.

5. The majority of homicide offenders had previous criminal histories, often violent.
6. The majority of homicide victims and offenders were at least acquaintances and infrequently strangers.
7. Offenders typically had unfavorable views of the justice system and a lack of trust in law enforcement.
8. The majority of homicide offenders were suspended or expelled from school.
9. The majority of homicide offenders were arrested for the first time before the age 18.

See Attachment 1 for the *Anatomy of a Homicide* Report.

In response to these findings, LCSO acknowledged that violence could not be solved by law enforcement alone and advocated for additional research, improved data collection and analysis, and increased collaboration and information sharing between agencies, providers, and the community. In 2022, LCSO received broad community and local government support to establish the Council on the Status of Men and Boys (CSMB). CSMB was tasked with providing a roadmap for reducing homicides and non-fatal shootings in Tallahassee-Leon County by bringing stakeholders and resources together to implement an evidence-informed and unified operational strategy for violence intervention and prevention.

To facilitate the development of evidence-informed solutions with community buy-in, LCSO submitted a proposal to the U.S. Department of Justice, Bureau of Justice Assistance (BJA) requesting federal funds for the strategic planning and implementation of a comprehensive community violence reduction program. In October 2022, LCSO was awarded \$1,495,663 under the Community-Based Violence Intervention and Prevention Initiative (CVIPI). The goal of this funded project was to identify and address the conditions, dynamics, and core issues that contribute to the cycle of violence in Tallahassee and Leon County’s high-risk communities and disrupt/eliminate the opportunities and conditions that lead to violence. A portion of these grant funds was used to broadly advertise, hire, and sustain three credible messengers/practitioners from the community with more than 75 years of collective experience working with high-risk violent communities and populations to serve as CSMB “navigators.” In implementing this award, LCSO partnered with and funded CSMB, FSU, SalterMitchell PR, and NICJR to conduct research and develop a strategic plan. In facilitating the development of this Tallahassee-Leon County Violence Reduction Strategic Plan, a larger CVIPI Planning Team was established that included the below-listed members.

<b>CVIPI Planning Team</b>		
<b>Member Name</b>	<b>Title</b>	<b>Entity Represented</b>
Marcus Lampkin	Executive Director	Boys Town North Florida
Cindy Bigbie	President/Founder	The Bigbie Method
Benny Bolden	Principal	Leon County Schools
Dr. DeOnte Brown	Assistant Dean of Undergraduate Studies	Florida State University
Jack Campbell	State Attorney	State Attorney, 2 <sup>nd</sup> Judicial Circuit
George Creamer	Lieutenant	Tallahassee Police Department

Darian Davis	Executive Director/Founder	Link Up Tally, Inc.
Talethia Edwards	Community Advocate	Community Member
Rudy Ferguson	Pastor	Community Member
Tonja Fitzgerald	Divisional Director	Leon County Schools
Dr. Michelle Gayle	Deputy Superintendent	Leon County Schools
Tia Legree	Licensed Mental Health Professional	Leon County Schools
LaShawn Gordon	Director	United Partners of Human Services
Ceka Rose Green	Executive Director	Children Services Council of Leon County
Maurice Holmes	Deputy Chief	Tallahassee Police Department
Dr. Kellery Kilgore	Director	Apalachee Center, Inc.
Royle King	Executive Director	Council on the Status of Men & Boys
Crisna Logan	Community Navigator	Council on the Status of Men & Boys
Norman Billups	Life Coach Navigator	Council on the Status of Men & Boys
KaRonte Donaldson	Life Coach Navigator	Council on the Status of Men & Boys
Harold W Edwards II	School Navigator	Council on the Status of Men & Boys
Dr. Argatha Gilmore	Assistant Sheriff	Leon County Sheriff's Office
Brandi Knight	Health Administrator	Florida Department of Health - Leon County
Shington Lamy	Director	Leon County Office of Human Services and Community Partnership
Whitfield Leland	President/Community Member	The Community Round Table of Tallahassee 850
Judy Mandrell	Pastor, Director	Life Changers Church of God in Christ
Shade McMillan	Sergeant	Leon County Sheriff's Office
AJ Mealar	Reverend	Capital Area Justice Ministry, Fellowship Presbyterian Church
Wiley Meggs	Lieutenant	Leon County Sheriff's Office
Anita Morrell	Manager	City of Tallahassee
Terrell Nelson	Executive Director	Florida Council on the Social Status of Black Men and Boys
Nancy O'Farrell	Executive Director	National Alliance on Mental Illness Tallahassee
Kelly O'Rourke	Director	Domestic Violence Coordinating Council
Kelly Otte	Executive Director	The Oasis Center for Women and Girls
Andrea Pittell	Outpatient Manager	Disc Village
Stephen Sardelis	Director of Hotline Programs	211 Big-Bend
Akhenaten Thomas	Community Advocate	Community Member

Dr. Kimball Thomas	Director	City of Tallahassee
Eric Trombley	Division Chief- Juvenile	Office of the State Attorney
Lanekia Bennett	HR Coordinator	Capital City Youth Services
Regina Flowers	Manager	Capital City Youth Services
Terrence Watts	Community Development Administrator	Department of Children and Families
Johnitta Wells	LCS Parent Navigator	FL Department of Juvenile Justice/Parent
Alexandra Lawrence	Board Member	National Alliance on Mental Illness Tallahassee
Marcus West	Neighborhood Engagement & Community Partnerships Manager	Leon County Government
Jessica Yeary	Public Defender	Public Defender, 2 <sup>nd</sup> Judicial Circuit
Victor Williams	Social Services Coordinator	Public Defender, 2nd Judicial Circuit
Gwynn Virostek	President/CEO	Capital City Youth Services
Robyn Wainner	Human Services Coordinator	City of Tallahassee
Jamie Van Pelt	Chair	Council on the Status of Men and Boys Governing Body
Yolanda Pourciau	Member	Council on the Status of Men and Boys Governing Body
Dot Inman-Johnson	Member	Council on the Status of Men and Boys Governing Body
Dr. Tom Blomberg	Dean	Florida State University
<b>CVIPI Planning Team Support</b>		
Keiland Henderson	Violence Reduction Program Manager	National Institute for Criminal Justice Reform
Ta-Tanisha Wallace	Director of Research	National Institute for Criminal Justice Reform
Isabel Tayag Parker	Operations & Communications Coordinator	National Institute for Criminal Justice Reform
Rachel Bowns	Policy Analyst	National Institute for Criminal Justice Reform
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Erin Tupper	Manager	Leon County Sheriff's Office
Greg Gibson	Executive Director	Leon County Sheriff's Office
Sara Bourdeau	Administrator	Leon County Sheriff's Office
James Pittman	Sergeant	Leon County Sheriff's Office
Lauren Toner	Director	SalterMitchell PR
Heidi Otway	President	SalterMitchell PR
Lexie Savedge	Manager	SalterMitchell PR
Kyya Smith	Coordinator	SalterMitchell PR

Dr. George Pesta	Director	Florida State University
Dr. Emma Fridel	Assistant Professor	Florida State University
Dr. Kim Davidson	Assistant Professor	Florida State University
Kaylee Noorman	Research Assistant	Florida State University

## **Strategic Planning Actions**

As described in BJA’s (2022) Community-Based Violence Intervention and Prevention Initiative Implementation Checklist, the development of a community violence intervention strategic plan should be informed by community input and an in-depth community violence assessment. To this end, the funded project partners collaborated during Phase I to accomplish the following activities: 1) Conduct planning group meetings to facilitate the County’s violence reduction strategic planning process and gather local agency, organization, and provider input; 2) Conduct a survey, town hall meetings, and interviews to gather and document community input; and 3) Conduct in-depth research regarding homicides and gun violence in Tallahassee and Leon County, and a comprehensive review of prior research regarding nonfatal gun violence and homicide intervention strategies and prevention best-practices programming. A summary of these activities follows.

### ***Planning Group Facilitation***

The planning process began in April 2023 with an in-person kickoff meeting to introduce the team, communicate project objectives, and co-develop house rules for future meetings. This meeting was also designed to provide the team context for their work by recapping findings from the *Anatomy of a Homicide* report, discussing root causes of violence, and beginning the development of a shared understanding of key violence reduction terms, especially prevention, intervention, and transformation.

Through this meeting and subsequent discussions, the planning team agreed to focus the Violence Reduction Strategic Plan on intervention efforts to reduce violence in the near term, but they also stressed the importance of prevention to ensure high-risk youth do not become involved in violence. Prevention remains an important part of the long-term vision for violence reduction in Tallahassee-Leon County. As such, specific activities to increase violence prevention are recommended and discussed.

Following the kickoff, the group met virtually every month from May through September to discuss strengths and gaps in the violence reduction services currently available in Tallahassee-Leon County, address new research from FSU, NICJR, SMPR, and CSMB to inform the planning process, and develop a vision and goals for the Violence Reduction Strategic Plan.

Throughout these in-person and virtual planning group meetings, there was some confusion as to the aims of the overarching project and grant, as well as the aims of the planning group meetings themselves. Some community participants expressed frustration that project goals were more centrally focused on near-term interventions as opposed to prevention, despite the continued inclusion of enhanced prevention programming as a long-term goal of these

efforts. There were virtual meetings in later months with decreased attendance and, among those present, lowered levels of discussion and engagement. Nonetheless, a core group of community members and service providers continued to attend and engage in the planning for the Tallahassee-Leon County Violence Reduction Strategic Plan.

In October 2023, the planning team convened in person to conclude the planning process. Stakeholders worked in breakout groups to identify recommended strategies, activities, and approaches to support each goal. Then, the entire team agreed upon a short list of top recommendations for each goal that would guide the Tallahassee-Leon County Violence Reduction Strategic Plan.

The October Planning Team meeting resulted in the following goals:

1. Reduce violence in the near term (one to two years) through intervention strategies and foster longer-term violence reduction by increasing and enhancing prevention efforts.
2. Improve the outcomes of those involved in gun violence, whether as a victim or perpetrator.
3. Identify and address gaps in existing services, increase access to those services, and improve coordination across providers to meet the needs of the target population and their families more effectively.
4. Identify potential funding sources and develop strategies to effectively collaborate on future funding opportunities to ensure ongoing and effective implementation of the County's Violence Reduction Strategic Plan.
5. Utilize people with similar life experiences and/or those who can personally connect with the target population to enhance service delivery and increase service utilization.
6. Ensure community buy-in, implementation follow-through, and long-term sustainability of violence reduction strategies through ongoing collaboration and accountability.

See Attachments 2 and 3 for the two reports from NICJR.

### ***Soliciting Community Input***

SalterMitchell PR conducted various project tasks including: 1) Documenting Tallahassee-Leon County residents' perceptions of safety in relation to local gun violence and homicides; 2) Gathering feedback on key issues and contributing factors related to the gun violence and homicides occurring in Tallahassee-Leon County; and 3) Documenting input from residents on strategies and initiatives to address the issue of gun violence and homicides in Tallahassee-Leon County. To accomplish these tasks, SalterMitchell PR conducted an online survey resulting in 668 community member responses, facilitated five listening sessions with influential community groups and organizations, and conducted in-depth interviews with seven young men between the ages of 12 and 16.



Several common themes emerged regarding causes and potential solutions to gun violence. When identifying causes of local gun violence and homicides, common themes included drug, gang, and other criminal activity, conflict resolution and poverty, unemployment, and economic disparity. As for potential solutions to local gun violence and homicides, the overwhelming theme that developed involved programs, education, interventions, and/or support for youth, families, and the community at large.

See Attachment 4 for the full report from SalterMitchell PR.

### ***Conducting Research***

FSU conducted the community violence assessment. Specifically, during the planning phase of the project, FSU was tasked with determining the scope of the violent crime problem in Tallahassee-Leon County, conducting a systematic literature review of violence intervention strategies, and providing recommendations for evidence-based intervention strategies to the CVIPI Planning Team to consider. Below is a summary of FSU's research methods and findings.

To determine the scope of the violent crime problem in Tallahassee-Leon County, FSU expanded the research and findings that were first reported in LCSO's (2021) *Anatomy of a Homicide* Report. Specifically, FSU conducted detailed analyses of LCSO and TPD case files for 733 homicides and nonfatal shootings committed in Tallahassee-Leon County over the past four years (June 4, 2019 – June 4, 2023). The sample included 70 homicide incidents, 101 attempted homicides, 356 aggravated assaults with a firearm, and 206 missiles fired into dwellings or conveyances.

In addition to the quantitative assessment of gun violence, FSU conducted a comprehensive and systematic review of the literature for violence intervention strategies aimed at addressing community gun violence to guide the recommendations for a violent crime reduction strategy for Tallahassee-Leon County. The review involved an extensive search of CrimeSolutions.gov and peer-reviewed journals for interventions targeting gun violence and violent assaults. The review largely focused on identifying interventions that have been deemed effective or promising. For each intervention, the review focused on the (1) intervention activities, (2) methods used for identification of the target population for intervention, (3) intervention effects on gun violence and violent offending behaviors, and (4) barriers to intervention implementation. Additionally, demographic and crime data were collected by intervention year and location, which was used to inform which intervention strategies may prove effective in Tallahassee-Leon County.

In the quantitative analysis, FSU found that suspect(s) were identified in less than half of all incidents, and approximately one-third of cases were officially cleared. One-third of incidents involved arguments, most commonly regarding petty disputes or perceptions of disrespect. Domestic violence and victim use of a weapon both occurred in about 10% of incidents.

Gun violence impacted a total of 1,255 victims in Tallahassee-Leon County during the study period, most frequently Black males in their mid to late twenties. Most victims were physically uninjured during the incident, and four-fifths cooperated with law enforcement officers over the course of the investigation. LCSO and TPD identified a total of 414 known suspects during the study period, typically Black males in their late twenties. Less than a third of

suspects were affiliated with gangs, and one-fifth served as accomplices. Over 40% of offenders were acquainted with their victims, and over 45% were strangers to their victims.

Homicides and nonfatal shootings were not evenly distributed across Tallahassee-Leon County. Neighborhoods with high levels of socioeconomic disadvantage and divorce experienced significantly greater incidence rates of gun violence, while those with more racial/ethnic heterogeneity and residential stability experienced significantly lower rates. Approximately four-fifths of incidents clustered in the 32301, 32303, 32304, and 32310 ZIP codes, specifically the Providence, Bond, Frenchtown, and Southside neighborhoods. The rate of gun violence in Providence and Bond, in particular, was five times higher than that of other communities in Tallahassee-Leon County.

In the systematic review of literature, FSU examined approximately 150 independent evaluation studies and meta-analyses encompassing over 100 unique intervention programs, identifying a range of intervention strategies that can be categorized into law enforcement-based, partnership-oriented, community-based, youth-focused, and hospital-based interventions. The identified law enforcement-based interventions included hot spots policing, problem-oriented policing, and focused deterrence. Partnership-oriented interventions included third-party policing and community-oriented policing. Identified community-based interventions that target gun violence included street outreach programs, place-making strategies, and therapy-based programs. Youth-focused strategies included school-based/early-childhood interventions, youth work programs, and mentoring. Hospital-based interventions included programs such as Prescription for Hope, Violence Intervention Program, The Wraparound Project, Life Outside Violence, and Take Charge.

Notably, these strategies varied both in their target offender populations (e.g., youth, adults, specific offending groups, etc.) and intended outcomes (e.g., group violence, firearm offenses, violent offending, etc.). Many of these programs have been found to produce some reduction in overall crime, but there are often varying degrees of effectiveness for specific crime categories—such as homicide, violence, property, and drugs—and by jurisdiction. Based on the review of the literature, the strategies with the strongest near-term violent crime reduction effects, especially gun violence, included focused deterrence, hot spots policing with problem-oriented strategies, and community-oriented policing. Importantly, examination of the demographic and crime statistics of the intervention sites revealed that the most effective violence intervention strategies have produced positive effects across all types of intervention jurisdictions. As such, if implemented with fidelity, these intervention strategies promise to be effective in Leon County.

See Attachment 5 for the full report from FSU.

## **Strategic Plan**

Focused deterrence, hot spots policing with problem-oriented strategies, and community engagement were identified as intervention strategies with potential for producing the strongest near-term violent crime reduction effects for Tallahassee-Leon County. To this end, **the primary intervention strategy recommended for inclusion in the Tallahassee-Leon County Violence Reduction Strategic Plan is a focused deterrence strategy that targets both identifiable offender groups and individuals.** A group-violence focused deterrence intervention may be

helpful in targeting offenders with gang associations as well as the more informal networks involved with acquaintance victimizations, while targeting individuals may be better suited for those incidents perpetrated against strangers. Importantly, given the high rate of argument-based gun violence incidents, the call-in meeting element of focused deterrence should include messaging and connection to services aimed at addressing conflict resolution skills.

To support the focused deterrence strategy, **elements of hot spots policing, problem-oriented policing, and community engagement were recommended to law enforcement and collaborative partners for inclusion in the Tallahassee-Leon County Violence Reduction Strategic Plan.** Given the high concentration of gun violence in identified zip codes and neighborhoods, hot spots policing can help identify target areas most in need of intervention. Elements of problem-oriented policing, particularly the SARA model (scanning, analysis, response, and assessment), should be considered to assist in identifying those groups and individuals most likely to be involved in gun violence for intervention. Notably, focused deterrence strategies often utilize the SARA model in identifying their target population. Importantly, FSU's quantitative assessment found gun violence incidents were more likely to be cleared when victims and witnesses cooperated with the police investigation. Thus, the Violence Reduction Strategic Plan should also consider incorporating intervention elements that will bolster community-police relationships. Community engagement focuses on developing community-police relationships to identify and respond to local crime problems. In addition to increasing clearance rates, improving community-police relations can help ensure the success of the implemented intervention(s). Specifically, if community residents are resistant to the intervention(s), the intervention(s) may not have their intended effects.

Although current strategies are primarily focused on immediate interventions, to create a flexible environment that allows for making necessary program changes over time and ensure long-term sustained effects aimed at preventing and reducing gun violence, **implementation of gun violence related prevention programs after implementation of the intervention(s) strategy was recommended for inclusion in the Tallahassee-Leon County Violence Reduction Strategic Plan.** Based on FSU's quantitative assessment of the gun violence data, there is a clear need for prevention programs that focus on social/emotional education, such as improving conflict resolution skills. Improving the conflict resolution skills of individuals at high risk for gun violence may reduce gun violence incidents that result from arguments. Promising prevention strategies that have addressed social/emotional learning include therapy-based programs, school-based/early childhood prevention programs, and mentoring programs. Notably, these programs have targeted individuals of all ages, including children, youth, and young adults, and individuals with varying degrees of risk for criminal involvement. For example, therapy-based programs, such as Chicago's B.A.M. and Roca, Inc., have been provided to high-risk youth and young adults to improve their social cognitive skills, including emotion regulation, problem-solving, and conflict management. Similarly, mentoring programs may also include components focused on improving cognitive-behavioral skills, such as Big Brothers Big Sisters, Advance Peace, SNAP Under 12 Outreach Project, and Arches Transformative Mentoring program.

See Attachment 5 for the full report from FSU.

## **Implementation of Strategic Plan**

### ***Strategy 1: Focused Deterrence***

To implement the primary intervention recommendation of focused deterrence, LCSO plans to engage in the following tasks:

1. LCSO will coordinate with TPD to document, maintain, refine, and/or expand existing methods and/or programs and/or develop new methods and/or programs to identify high-risk individuals and groups at risk of participating in gun violence through one or more of the following methods:
  - a. Review police and incident records of firearm events for information about suspects and victims, such as gang affiliations, drug involvement, and prior criminal justice system involvement (i.e., prior firearm offense/arrest, violent criminal history, recently released from probation/prison, prior felony nonviolent arrests).
  - b. Identify gun violence hot spots by drawing on police incident reports to identify the microgeographic areas with the highest concentration of gun violence incidents.
  - c. Utilize a data-driven policing approach to identify the locations and target population by analyzing incident reports and calls for service.
  - d. Engage with community members through community meetings.
  - e. Identify individuals with known/suspected gang affiliations, pursuant to Chapter 874, Florida Statutes.
  - f. Convene “group audits” between law enforcement officers who are familiar with the local violent groups and can provide information about the group members, their relationships, and activities.
  - g. Establish a gun violence incident review board and collaboration process that includes members from appropriate prosecutorial and correctional entities.
2. LCSO will coordinate with TPD, the State Attorney’s Office, the Probation Office, and other appropriate entities to invite identified individuals to call-in meetings through one or more of the following methods:
  - a. Seek to have the State Attorney and state and county judges mandate attendance as a condition of probation and/or pretrial release and consider encouraging or compelling parental involvement in ensuring compliance with these conditions to the extent allowed by law.
  - b. Custom notifications by assigned LCSO staff, law enforcement officers, probation officers, and/or outreach workers to reach identified individuals at their homes, in their community, at a police station, or at probation offices.
3. LCSO will coordinate and host call-in meetings to deliver anti-violence messages and connect individuals to services and will invite participation by TPD, the State Attorney’s Office, community service providers, and community members provided that discussions

held in such call-in meetings do not interfere with or impede any active criminal investigation(s).

- a. Law enforcement officials will directly inform the participants that violence will not be tolerated and explain the enhanced law enforcement responses should the violence continue.
  - b. Community members, faith leaders, victims' families, gun-violence survivors, ex-offenders, and social service providers will be invited to attend to advocate for a reduction in violence and offer their support networks and services to participants.
  - c. CSMB staff may be assigned individual participant cases to provide and document regular and as needed in-person and electronically mediated mentoring and life coaching contacts; referrals to and follow-ups with community service providers to connect participants to wraparound services; and immediate crisis referrals to on-duty law enforcement, as situationally appropriate.
4. LCSO will coordinate with TPD to focus law enforcement responses, as mutually agreed.

### ***Strategy 2: Community Engagement***

To improve community trust and build relationships, LCSO will engage in one or more of the following community engagement strategies:

1. Utilize problem-oriented policing's SARA model (scanning, analysis, response, assessment) as a component of community engagement to understand the nature and potential causes of problems by engaging with community members through community meetings.
2. Host community meetings in which CSMB, LCSO, and TPD representatives might engage with residents and local business owners to understand local crime problems and work together to develop appropriate violence reduction strategies.
3. Offer trainings in which CSMB, LCSO, and TPD representatives might engage with residents and community members in community violence intervention trainings.

### ***Strategy 3: Prevention***

To ensure long-term sustained effects after the primary interventions have been implemented, LCSO will coordinate with local service providers to develop and deliver prevention services that focus on addressing social/emotional learning.

1. LCSO will coordinate with TPD and local schools to identify youth and young adults at risk of becoming involved in gun violence through one or more of the following methods:
  - a. Identify youth and/or young adults who are struggling academically, have been frequently suspended or expelled, and/or have been involved in criminal activity.
  - b. Identify youth and/or young adults from low-income families, high crime areas, and/or gang-ridden communities.

2. LCSO will coordinate with local schools and community service providers to connect at-risk individuals meeting CSMB service criteria with appropriate services, such as:
  - a. Professionally managed post-suspension support, supervision, and developmental services.
  - b. Assignment of CSMB staff to individual participant cases to provide and document regular and as needed in-person and electronically mediated mentoring and life coaching contacts; referrals to and follow-ups with community service providers to connect participants to wraparound services; and immediate crisis referrals to on-duty law enforcement, as situationally appropriate.

#### ***Strategy 4: Implementation and Outcome Evaluation***

Evaluation is critical to our understanding of facilitators and barriers to successful implementation that ultimately determine violence reduction outcomes. To document the implementation of the above recommendations, researchers from FSU will engage in the following evaluation processes.

1. FSU researchers will document how community members at risk of committing gun violence are being identified and contacted over time. These processes should be updated based on the continued compiling and assessment of TPD and LCSO data on gun violence incidents, victims, and suspects.
2. FSU researchers will document the steps taken to plan, publicize, and promote participation in call-in meetings. Additionally, they will assess motivation for participation at call-in meetings by sampling attendees to determine both how they heard about the meeting and why they ultimately chose to attend. This will provide critical information to sustain and increase participation at future meetings.
3. A detailed record of call-in meeting participation and procedures will be kept to document community engagement over time. Detailing the content of call-in meetings enables understanding of the mechanisms underlying observed community-level effects. Specifically, researchers will document what occurs during meetings and debrief with as many meeting participants as possible to garner their perceptions of effective versus ineffective messaging.
4. Focus groups and in-depth individual interviews will be conducted periodically throughout the implementation process to elicit a deeper understanding of program procedures, successes, and barriers. These focus groups and interviews will be conducted with members of all involved parties, including law enforcement personnel, community partners, community members, and targeted high-risk participants. Throughout the implementation process, information gained from these focus groups and interviews will be immediately employed to address barriers and expand upon successful elements.
5. FSU will document what continued analysis LCSO and TPD are developing and performing to regularly assess gun violence hot spots and regularly interview law enforcement personnel to document the implementation of community-oriented policing strategies.

6. FSU will continue to identify and assess Tallahassee-Leon County's progress in violence reduction outcomes.

***Strategy 5: Establish and Employ a Performance Review Panel***

Representatives from law enforcement, the State Attorney's Office, service providers, education, community, and research will be invited to participate as members of the Performance Review Panel. The Panel will meet regularly to incrementally review the implementation and outcome progress of Leon County's Violence Reduction Program. It is fully anticipated that the program's components will experience various implementation impediments. With ongoing research, these impediments will be identified, and the Panel will agree upon strategies for effectively overcoming the impediments. This system of incremental review will ensure implementation fidelity for the Program. Further, LCSO will provide the Panel with quarterly assessments of violence incidents in Leon County to review in relation to the operations and emerging outcomes of the program.