

CeaseFire Community Campaign for Violence Prevention

May 2009



Ed Kashi 2007.

IIT Institute of Design

Design Planning, Professor Vijay Kumar, Spring 2009
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1.Executive Summary

Introduction
Approach
Challenge
Solution

Introduction

There are an average of 16,000 homicides every year in the United States, and 2.2 million medically treated injuries due to interpersonal violence at the cost of \$37 billion according to the Centers for Disease Control and Prevention. These costs do not reflect the toll on mental and physical health problems faced by the victims and witnesses.

CeaseFire, an anti-violence intervention developed by the Chicago Project for Violence Prevention, addresses violence as an epidemic—it is not a dispute between good and bad people but a behavioral disease that can be eradicated. Graduate students at the IIT Institute of Design worked with the Chicago Project, to develop a communications strategy to address the thinking that underlies the social norms and behaviors perpetuating the transmission of violence at the individual and community level.



Approach

A team of six graduate students from the Institute of Design conducted research in conjunction with CeaseFire West, a Chicago Project implementation site, over a period of three months; spoke with CeaseFire staff, community residents, and local stakeholders. They identified two types of user groups with unique but interconnected problems to address relative to the development of a communications strategy:

1. The high risk—a person who is shooting or is likely to get shot. This group perpetuates violent behavior because in the existing social environment violence is a permissive and pervasive solution to any problem, be it a petty argument or escaping poverty.
2. The low risk—a person living in the neighborhood whose life has been indirectly but profoundly affected by violence through the destruction and neglect of the neighborhood. The fear of violence causes community residents to stay indoors and makes them afraid to speak up, which results in the neglect of the social and physical environment of the neighborhood.

Challenge

The CeaseFire model advocates transformation of individuals through behavior change, an approach that is in immediate competition with the traditional model of punishment and incarceration. The law enforcement approach is only a short-term solution that punishes the defendant but does not prevent others from addressing conflicts or unmet needs with violence.

Other players that address the violence problem tangentially are social equity organizations that work with the community to address social change.

CeaseFire is successful in engaging with the high risk. CeaseFire violence interrupters and outreach workers are streetwise and have high credibility that allows them to work closely with the high risk. They provide support services and connect the high risk to positive alternatives, transitioning them onto a positive path. However, CeaseFire has not been successful in consistently engaging low risk community members within intervention implementation areas. This is essentially because the community's role in violence prevention has not been defined and CeaseFire has not identified credible messengers for the low risk community.

The IIT Institute of Design project team set out to discover how CeaseFire could close the communication gap between the low and high risk and create a shared sense of community building and a dialogue for change.

Solution

The solution is a participatory communications platform that connects to community motivations to encourage all residents to participate, while ensuring their safety.

The platform communicates good news to the people of the community about their neighborhood. It creates circumstances that encourage the high risk and the low risk to interact, share experiences and interests with one another to foster realizations and reflections about one-self and others. This initiates a gradual process that changes the social norms around violence so that it is no longer an acceptable way to address conflicts or meet needs.

The platform creates active and lasting roles for community members, both low risk and high risk by initiating personal emotional investment in their neighborhood. Active participation will create behavior change.

The platform facilitates partnership with local businesses and well-defined social organizations to create opportunities and incentives for the high risk undergoing change to make alternative choices that yield long-term growth and personal development. The channels for the message multiply with every new partner and reach a wider audience locally and nationally.

Project Details

About the Institute of Design

The Institute of Design (ID) is a graduate school of design at the Illinois Institute of Technology. We are dedicated to humanizing technology and improving the process of innovation, by developing and teaching a more methodological and human-centered approach to design. While most new products and services today are created in response to technology, marketing, or design trends, leading to a dizzying array of consumer choices that complicate our lives, we believe that real innovation starts with users' needs and employs a set of reliable methods, theories and tools to create solutions to their problems.

ID has 150 masters and Ph.D. students, with about half from outside the US, and half with backgrounds outside of design. We focus on bringing analytic, repeatable methods to design thinking — at the most basic level, this means starting with user research, thoroughly analyzing the results of that research, and then going through an iterative development and testing process to identify the best solution. In more general terms, it means reframing the world based on fresh insights and thinking systematically about the new possibilities.

Design Planning Process

The goal of this course was to plan an innovation direction for the Chicago Project for Violence Prevention by going through a rigorous innovation planning process. Students worked to conceive a defensible innovation plan to help the Chicago Project identify a new opportunity. Project solutions are based on in-depth

research on target audiences, competitive landscape, technology trends, and cultural dynamics. Project team members applied structured methods, tools and frameworks to create a viable conceptual direction for the organization.

The project followed the “Innovation Planning Process” model that has seven modes: sense intent, know users, know context, frame insights, explore concepts, frame solutions, and realize offerings. Structured methods, tools, and frameworks were utilized for user research, secondary research, analysis, synthesis, and strategic planning.



**Professor
Vijay Kumar**

Vijay Kumar is a Professor at the Institute of Design. He has over 22 years of consulting, teaching, and research experience in product systems design, design methods, innovation planning, and strategy

planning. As an innovation planning leader at Doblin, an innovation strategy firm, Vijay has over twelve years of experience consulting on customer-centered innovation for companies such as Alamo, Amoco Oil, Hallmark, Lenscrafters, McDonald's, Monsanto, Motorola, Perot Systems, Pfizer, SAS Airlines, Steelcase. Vijay received his undergraduate degree in Product Design from the National Institute of Design, India, in 1979; and his MS in Design, Institute of Design, Illinois Institute of Technology, Chicago in 1992.



Kristine Angell

A graduate of IIT's Institute of Design, Kristine holds a Masters in Design Methods with an emphasis in design planning. Prior to coming to ID, she worked as an art director and marketing coordinator at

daSILVA Architects in New York City, and coordinated the AIGA/NY Mentoring Program. Kristine has worked with complex social issues for ten years and utilizes design thinking to think broadly about problems.



James Barton

James is currently finishing a Masters in Design at the IIT Institute of Design. Before coming to ID, he studied anthropology at University of Chicago and ran away with the circus. James' academic

interests orbit around visual and tangible problem solving methods.



Apeksha Garga

Apeksha has an undergraduate degree in Architecture, from CEPT University, India. She previously worked in India for a design consulting company creating retail brand experiences. She now

focuses on design research and is pursuing a Masters

in Design at the IIT Institute of Design. In the future, she hopes to address problems and opportunities in the emerging markets through design thinking.



Amanda Geppert

Amanda is a Master of Design Methods candidate specializing in design research and planning. Her research interests include health behavior interventions, design for

the other 90%, and megacities. Amanda has worked for the Chicago Project for Violence Prevention since 2004, and currently serves as the National Partnership and Technical Assistance Coordinator for CeaseFire, managing all aspects of program implementation for national replication partners. Amanda also holds a Master of Public Health from the School of Public Health at the University of Illinois at Chicago, where she specialized in community health sciences.



Shivani Mohan

Shivani Mohan is a final year student at the Institute of Design with concentrations in design planning, and research. She has a background in industrial design, and has worked at the LG electronics design

center. Shivani enjoys working on projects that allow for experimentation and innovation in the use of new technology.



Hyekyung Yoo

Hyekyung is Master of Design Methods candidate. She holds a Bachelor and Master of Fine Arts degree from Ewha Womans University in Seoul, Korea, where she majored in Industrial Design.

The majority of Hyekyung's professional career has focused on product design and color, materials and trend forecasting for consumer electronics at LG Electronics and Motorola.

Secondary Research



2. Organization Overview

CeaseFire Background
Violence as an Epidemic
Core Competencies
Innovation Capabilities
Organizational Analysis

fig. 3.2: CeaseFire Implementation Sites

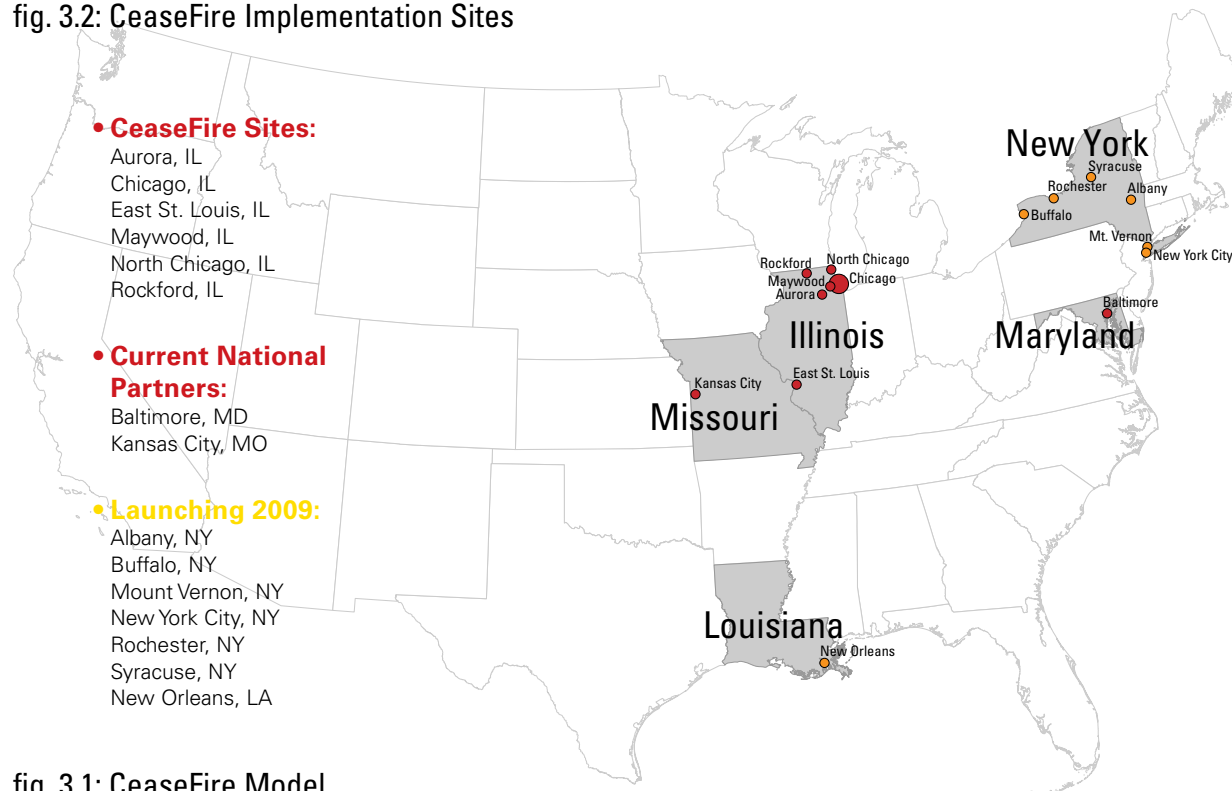
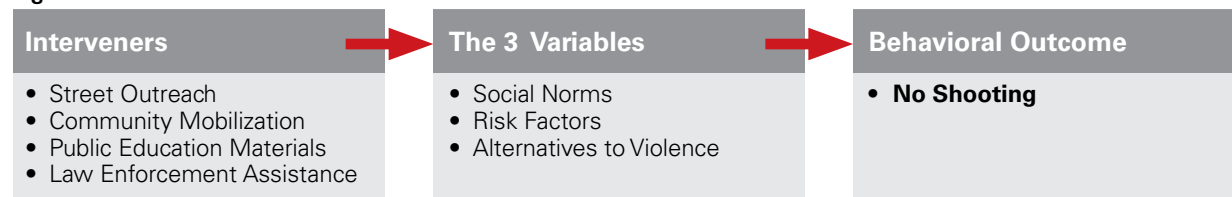


fig. 3.1: CeaseFire Model



CeaseFire Background

Created in 1995, CeaseFire is a data-driven public health approach to reduce shootings and killings in communities where violence is at epidemic proportions. Guided by the theory that violence is a disease caused by learned behavior and social norms, the CeaseFire model (fig. 3.1) seeks to interrupt the transmission of risk events and change the social norms and behaviors that perpetuate the transmission of violence at the individual and community level. Using professionally trained street outreach workers and violence interrupters who are supported by public education campaigns and community mobilization efforts, CeaseFire reliably prevents and reduces street violence. An independent three-year U.S. Department of Justice evaluation, completed in 2009, found that CeaseFire decreased shootings and killings by 16% to 34% in the program areas studied.

The Chicago Project for Violence Prevention at the University of Illinois at Chicago School of Public Health currently implements the CeaseFire model in 16 Chicago neighborhoods and six Illinois cities. The Chicago Project works alongside partners in Baltimore, MD, Kansas City, MO, and Basra, Iraq to replicate the CeaseFire model. Eight new replication sites will be launched in New York State in summer 2009 (fig. 3.2).

fig. 3.3: Top 20 U.S. Cities by the Number of Homicides (Chicago Project for Violence Prevention, 2007)

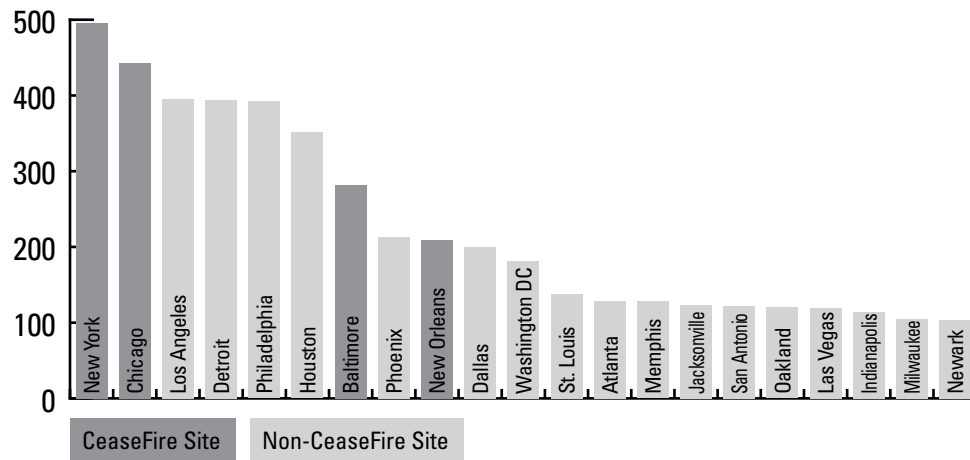
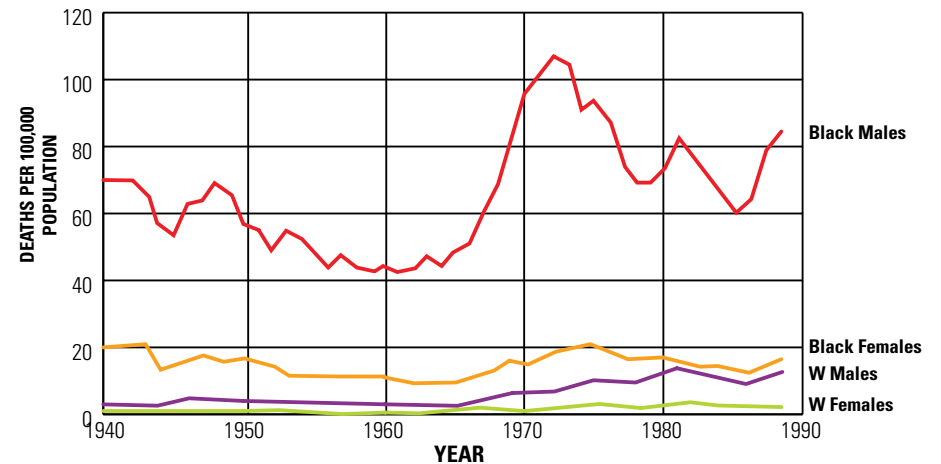


fig. 3.4: Homicide rates persons 15-24 years, by race and sex, 1940-1988, (Reiss, A.J., and Roth, J.A., 1993, p. 64).



Violence as an Epidemic

Violence is a part of the human experience. According to the World Health Organization, each year more than a million people lose their lives to self-inflicted, interpersonal or collective violence. Many more suffer non-fatal injuries. Violence is among the leading causes of death worldwide for people aged 15-44 years.

Over the last 50 years shootings and killings continue to be one of the dominant problems facing U.S. cities. Street violence limits opportunities for community investment; causes stress disorders among children and adults; a large prison population; enormous costs to taxpayers and to society; millions of broken families;

lost opportunities, and lost lives. Since the 1950s, over one million people have been killed in U.S. cities and communities, and several times that many shot and injured, or imprisoned (Bureau of Justice Statistics, 2005). Recent data indicates that in each of the past seven years 28-32% of the homicides have occurred in 20 of the nation's 9,527 cities (fig. 3.3). Homicide disproportionately affects black males aged 20-24 years (128.2 per 100,000) compared to white males in the same group (14.6 per 100,000) (fig. 3.4).

According to the Centers for Disease Control and Prevention there are, on average, 16,000 homicides and 2.2 million medically treated injuries due to interpersonal violence at the cost of \$37 billion per year. The average

cost per homicide equals \$1.3 million in lost productivity and \$4,906 in medical costs. The average cost per non-fatal assault equals \$57,209 in lost productivity and \$24,353 in medical costs. These costs do not reflect the toll on mental and physical health problems faced by victims.

Core Competencies

It is first necessary to understand the skills and strengths currently possessed by CeaseFire prior to the project team suggesting how the Chicago Project for Violence Prevention can develop and implement change. Efforts to fundamentally change the thinking that violence is a behavior driven by social norms by building upon CeaseFire's existing public education and community mobilization components need to be driven by existing strengths. The following organizational core competencies represent the specific capabilities the organization has developed.

CeaseFire's Core Competencies Include:

1. A model with demonstrated results
2. Standardized delivery of training and technical assistance
3. Transferability

The following sections explore these capabilities in detail.



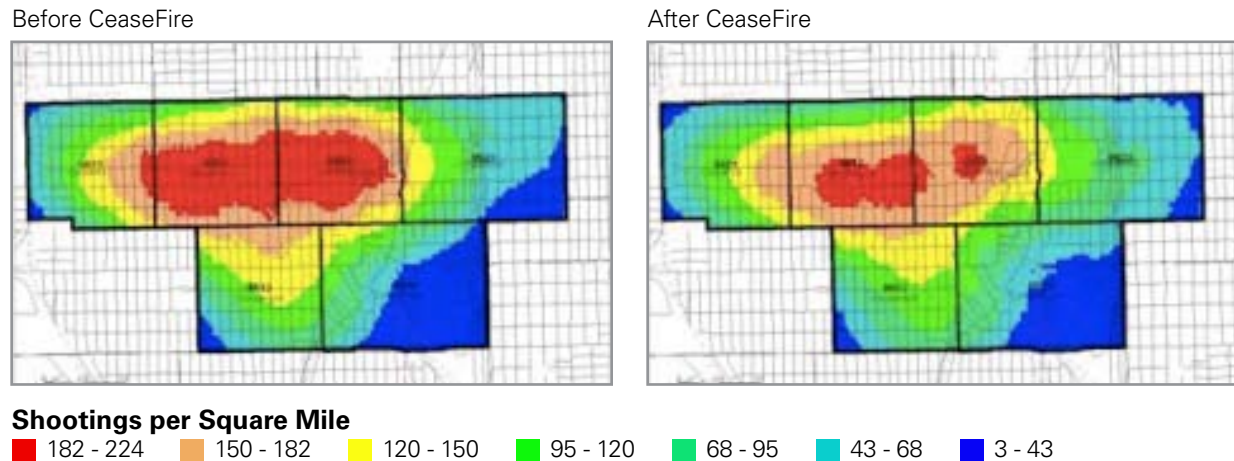
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PHOTOS: Ed Kashi, 2008

fig. 3.5: Changes in Shooting Hot Spots, Auburn Gresham Neighborhood
(Source: Skogan, Evaluation of CeaseFire, Northwestern University, 2009)



1. A Model with Demonstrated Results

An independent three-year U.S. Department of Justice evaluation was completed in 2009 by Wesley Skogan at the Institute for Policy Research at Northwestern University. The evaluation represents three years of research and more than 300 interviews with community outreach staff, violence interrupters, community partner organizations and high risk clients, and used multiple methodologies to illustrate the effectiveness of the CeaseFire model. Findings concluded that CeaseFire reduces shootings and killings, prevents retaliation murders, transforms “hot spots” into cooler spots (fig. 3.5) and makes neighborhoods safer. Findings from this independent evaluation distinguish the CeaseFire model relative to other violence prevention interventions currently in practice.

2. Standardized Delivery of Training and Technical Assistance

Ten years of research and development have resulted in best practice implementation standards for an interactive training curricula and technical assistance offerings that are sensitive to local implementation contexts. The Chicago Project is unique in its capability to prepare new staff—primarily ex-offenders—for success in working with those most closely associated with violence (fig. 3.6).

3. Transferability

Since May 2007, the Chicago Project has replicated the CeaseFire model in six communities outside of Illinois. Early data indicates that non-Illinois CeaseFire programs are well positioned to reduce shootings and killings. The Baltimore City Health Department replication of the CeaseFire model had an independent interim evaluation by the Johns Hopkins Bloomberg School of Public Health.

fig. 3.6: Recent Baltimore CeaseFire Outreach Worker Training



The report noted the program was well implemented, with extensive outreach to high risk clients, hundreds of monthly contacts with clients, and 53 mediations of potentially-lethal disputes during 15 months of implementation. Young men in the neighborhood where the CeaseFire model was implemented were much more likely to have attitudes to support dispute resolution without using guns than in two comparison neighborhoods. Demonstrated transferability to sites outside of Illinois increased the appeal of the CeaseFire model for cities struggling with street violence.

Future Steps

These competencies should serve as the building blocks for the creation of new offerings. Attention to analytic insights and further expertise generated through multiple replication efforts, when combined with existing capabilities, will create new opportunity spaces.

Innovation Capabilities

We previously introduced the Chicago Project's core competencies. It is also necessary to understand how the Chicago Project has developed new capabilities in current conditions in order to anticipate and plan for future conditions. The project team mapped the core competencies and existing CeaseFire capabilities against innovation functions (Ten Types of Innovations™, developed by Doblin Group Inc.) to identify patterns and strengths of the Chicago Project (fig. 3.7).

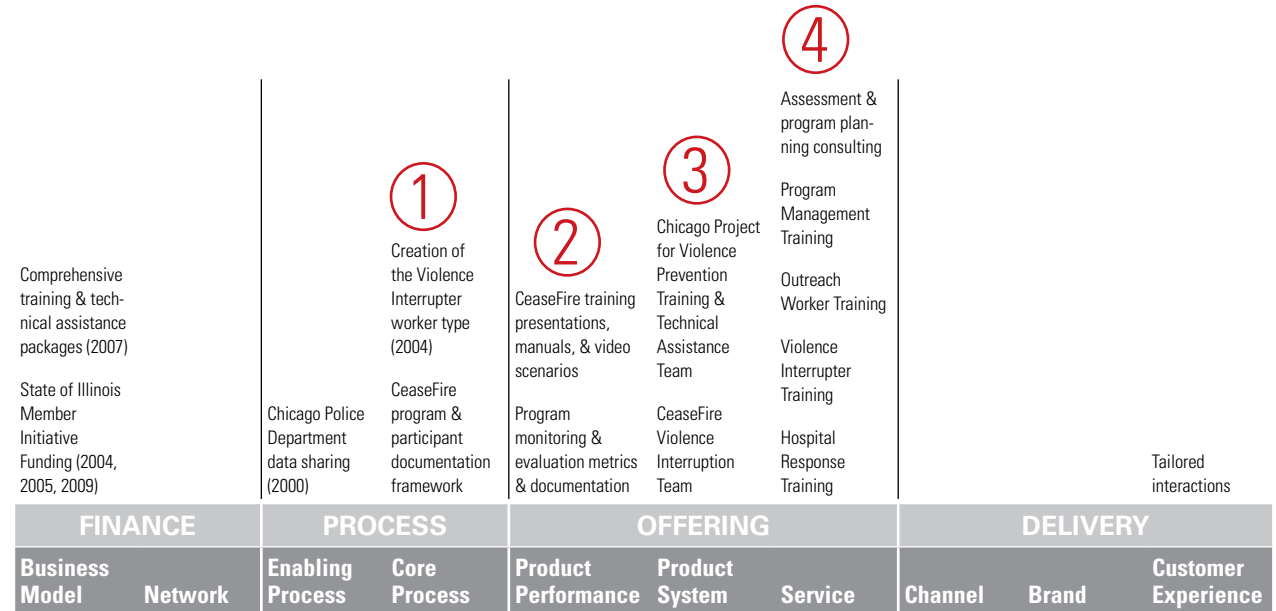
The Chicago Project has engaged two general modes of innovation—process and offering—with innovations occurring in core process, product performance, product system and service types.

1. Core Process

Innovations that are proprietary processes add value to the offering.

The most significant innovation developed by the Chicago Project is the professionalization of violence prevention work and workers in the health domain, both of which represent CeaseFire's core processes. The Chicago Project expanded the traditional role of the lay community health outreach worker beyond treating the spread of infectious diseases (HIV/AIDS and tuberculosis) to preventing violence, created a new type of health worker—the violence interrupter. Violence interrupters mediate and resolve conflicts between groups and individuals. The CeaseFire Violence Interruption Team (e.g., outreach workers, violence

fig. 3.7: Chicago Project for Violence Prevention Ten Innovation Types



interrupters, hospital response workers, and program managers) are responsible for the delivery of the CeaseFire intervention in the field.

Along with professionalizing the work, CeaseFire has developed a system to document both casework and community climate indicators that is essential to measure the performance of the project.

2. Product Performance

Innovations that improve the basic features, performance and functionality of different offerings.

Standardized trainings and documentation practices drive the performance of the CeaseFire Violence Interruption Team resulting in reliable reductions in shootings and killings. The standardization of these best practices are particularly noteworthy because more than 80% of CeaseFire field staff are ex-offenders, and, for many, working for CeaseFire may be their first legal job. Their work illustrates that change is possible for themselves and for others.



3. Product System

Innovations that extend the system that surrounds an offering.

The Chicago Project training and technical assistance team is comprised of a small group of individuals (>12) who work face-to-face and remotely with CeaseFire model replication partners. Most of this multi-disciplinary team has been employed by the organization for at least five years, many for more than a decade. The depth and breadth of the team's personal and professional experience inform all aspects of the delivery of the Chicago Project's portfolio of services and distinguishes the organization's work relative to other violence prevention approaches.

4. Service

Innovations that inform how you serve your customers.

Over ten years of research and development have informed the creation of a portfolio of CeaseFire training and technical assistance services that when used together guide implementers and their teams as they replicate the CeaseFire model in their respective contexts.



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Organizational Analysis

Moving forward the Chicago Project would like to accomplish two primary aims: First, to fundamentally change the thinking about and the approach to the violence problem on a national level from one of suppression, punishment and incarceration, to one of changing behavioral and social norms associated with violence. And second, to impact the violence problem nationally and internationally; by reducing homicide in the United States by 25% by 2013.

Strengths

Following a decade of research and development in Illinois communities, the Chicago Project has developed three core competencies: a model with demonstrated results, standardized delivery of training and technical assistance, and transferability. Chicago Project core process, product performance, product system and service innovations have set a standard for violence prevention work nationally. The Chicago Project's leadership in this area was most recently reflected by President Barack Obama's inclusion of Byrne Memorial Grant Competition funding opportunities to support CeaseFire model replication in U.S. cities in the 2009 stimulus package passed by Congress—an initiative that aims to end the dangerous cycle of youth violence.

Concerns

Despite the Chicago Project's strengths, there remain areas for concern.

Invisible cost savings

Consistent reductions in shootings and killings represent the CeaseFire model's core value to its adopters; however, this comes at a considerable expense. At minimum, implementation of a CeaseFire site, approximately the size of two police beats, is close to \$300,000 a year. Moving forward, the Chicago Project must demonstrate the true economic value of reductions in shootings and killings in order to protect itself from criticism with respect to program implementation costs.

Competition for Funding

Despite its classification as a health behavior intervention, CeaseFire competes with law enforcement and criminal justice initiatives for funding at the state and federal levels; traditionally these budgets are substantially better funded than those of health and human services. In some instances, the law enforcement and criminal justice systems have reacted poorly to the allocation of funds to CeaseFire. Many perceive CeaseFire as an ex-offender job program that supports a group of former felons who are not capable of change. In many U.S. cities, local leadership are suspect of programs that employ ex-offenders and are more comfortable funding initiatives firmly grounded in criminal justice and law enforcement suppression approaches. Therefore it remains a struggle for CeaseFire extend its reach to many cities where street violence is at epidemic proportions because violence prevention competitors who align themselves with a more traditional suppression approaches are often funded over CeaseFire. Just as CeaseFire was able to make a breakthrough with the professionalization of violence prevention street outreach work in the health field, it needs to garner support for new line item appropriations in health and human services budgets at state and federal levels.

Brand Architecture

The Chicago Project for Violence Prevention was founded in 1995 as an umbrella organization with two primary goals: First, to work with community and government partners to reduce violence in all forms; and, second, to help design interventions to be included in a community or city anti-violence programs. Soon thereafter, based on the Boston Operation Ceasefire initiative, the Chicago Project initiated “CeaseFire: The Campaign to STOP the Shooting.” Today, better known as “CeaseFire Illinois” or “CeaseFire Chicago” the CeaseFire model remains the Chicago Project’s sole effort. It is often confused with Boston’s Operation Ceasefire in addition to any one of the 3,800,000 results that are generated when one searches for “ceasefire” on Google. Not surprisingly, the Chicago Project does not own the trademark for “CeaseFire,” which instead is held by an anti-gun program in Baltimore, Maryland, causing further confusion with respect to CeaseFire Chicago’s positioning as a health behavior approach. The Chicago Project does, however, own its mark—the imprint of a dead body pierced by a gunshot wound. The CeaseFire’s aspirational approach toward saving lives is not reflected visually via its mark. As CeaseFire model replication expands, it will continue to suffer the consequences of its poorly defined brand, diluted by the flood of new violence prevention efforts also called CeaseFire, claiming to be based on the Chicago model.

Opportunities

There are two primary opportunity spaces for the Chicago Project to consider as it approaches the tenth anniversary of the creation of the CeaseFire intervention.

Licensing and Certification

According to the Centers for Disease Control, homicide remains the leading cause of death among Americans aged 15-34. Therefore, as a proven approach, demand for the CeaseFire model continues to increase. The standardized nature of the CeaseFire intervention naturally lends itself to a franchise model based on the licensing of CeaseFire replication sites and certification of CeaseFire workers.

Campaign Leadership to Change the Thinking

In light of the vast, historic changes in technology and communications that are deeply affecting the ways that individuals and groups relate to one another, the Chicago Project has an opportunity to distinguish itself by redesigning its community mobilization and public education components to suit the 21st Century implementation context relative to changing health behaviors. The Chicago Project is well positioned to take advantage of this moment, if it actively plans for innovation in this area and invites the potential corporate, private, and philanthropic entities and individuals who have expressed interest in supporting the effort to join in the early stages of development and planning.

3. Contextual Research

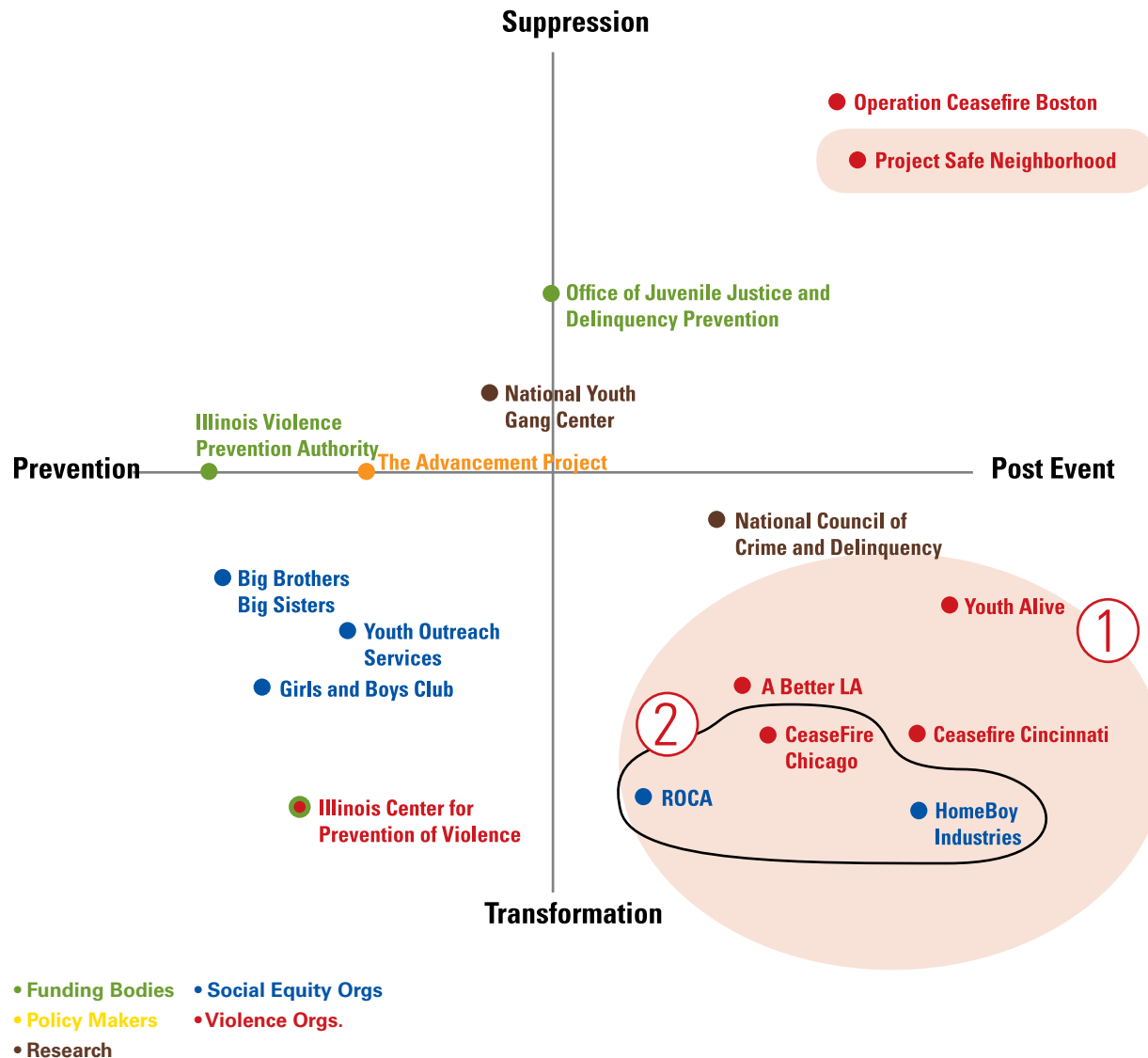
Violence Prevention Practice
Messages by Organizations
Health-Related Media Campaigns
Technology and Communication
Social Movements
Summary

Introduction

As noted earlier, homicide is the second leading cause of death among Americans aged 15 to 34. In response, a number of government, non-profit and private organizations have developed approaches to stem America's war against itself. The Chicago Project for Violence Prevention is one among many attempting to make U.S. cities safe and healthy places for all who call them home. The IIT Institute of Design project team pursued a number of lines of inquiry through secondary research to better understand the context in which the Chicago Project is nested. This section aims to situate the reader relative to the Chicago Project's relationship to other violence prevention practitioners; communications strategies employed by other types of social service organizations; health-related media campaigns; social movements; and trends in technology.



fig. 4.1: Sample of U.S. Violence Prevention Practitioners



Violence Prevention Practice

In the U.S. there are a substantial number of organizations working to address the violence problem. They fall into four broad categories: funding bodies, social equity organizations, policy makers, and violence prevention organizations. A list of 35 entities from these categories was generated with assistance from the Chicago Project and a representative sample was plotted (fig. 4.1) with respect to their approach (suppression or transformation oriented) and their point of intervention (prevention or post-event). Two opportunity spaces emerged:

1. Create One Voice

Many violence prevention organizations have a similar philosophy and approach towards violence, some even use the same strategies to reduce violence by directing their efforts towards the high risk individuals associated with the problem. In the current context these organizations operate independently of one another, often competing for the same resources. If these organizations combined their efforts and created a unified campaign to broadcast across the public domain, (criminal justice, law enforcement, social service and public health) it could serve as a universal call to action to funding organizations and policy makers to put violence behind us. This unified campaign could also serve as a rallying point for communities to join the movement and make violence a thing of the past.

2. Enhance the Path to Transformation

Unlike most organizations, CeaseFire is uniquely positioned to mediate and resolve conflicts among the high risk because they hire formerly high risk individuals who understand local dynamics. However, though CeaseFire aims to connect the high risk to alternatives they do so on an ad hoc basis relying on informal partnerships. To strengthen the path to transformation for the high risk, and to avoid becoming another social service organization with diffused goals, CeaseFire should formally partner with other well defined social service organizations such as ROCA or HomeBoy Industries to further define their role in the solution to the violence problem while enhancing the depth and breadth of services for the high risk.



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fig. 4.2: Matrix of Organizational Messages and Authority Sources

Messages by Organizations

Social service organizations derive strength from different sources of authority to support their messages; these organizations also aim different messages at different audiences. Using a representative list of social service organizations developed with the assistance of Candice Kane, Chief Operating Officer of the Chicago Project, we compared these organizations against one another to delineate similarities and differences.

In this table (fig. 4.2), color coding separates the organizations into five groups according to the social problems they address. The rows separate messages by their source of authority, whether a message draws its authority from scientific fact, legal legitimacy, or personal experience. The columns separate organizations by their audiences; some target individuals and some target indirect influencers such as legislators.

Group Aims

Right to Act
Substance Abuse
Health
Violence
Social Justice

	God	Law	Community	Personal Experience	Science	Economic
Indirect Influencers	Voter	• Anita Bryant • KKK • Salvation Army	• United Way • HAY • Rotary International • Big Brothers Big Sisters	• PFLAG	• NORML	• SW
			• Rotary International • Big Brothers Big Sisters • Susan G. Komen Foundation	• Easter Seals • Susan G. Komen Foundation	• WDD • UNITY	• Project RED
		• CeaseFire Boston • PSN • DAIP • JOYCE	• ROCA		• NORML	• CeaseFire Chicago • ABLA • SPAN
		• Planned Parenthood • NRA • KKK • Planned Parenthood	• Big Brothers Big Sisters	• Easter Seals • PFLAG	• SPAN • NORML	
Activity State Members	Legislator		• Advancement Project • JOYCE	• United Way • HAY • Big Brothers Big Sisters	• NORML • ABLA	
			• BGC • United Way • Rotary International		• ABLA	
			• Rotary International		• ABLA	
		• ACLU • Electronic Frontier • Planned Parenthood				
Activity State Members	Corporate	• Planned Parenthood				
Activity State Members	President					
Activity State Members	Prevention	• Abstinence Education	• Planned Parenthood	• Susan G. Komen Foundation • WAC • Big Brothers Big Sisters	• World Health Org • Susan G. Komen Foundation	• Center for Disease Control • Unity • World Health Org • WAC • Truth Campaign
		• Advancement Project • JOYCE	• BGC • HAY • Big Brothers Big Sisters			• Truth Campaign
		• DARE		• Not Even Once		
		• Planned Parenthood • CeaseFire Boston • JOYCE	• WAC		• WAC	
Activity State Members	Mid-Activity	• Salvation Army	• Advancement Project	• HomeBoy Industries	• SW • ABLA	• ABLA • Truth Campaign
			• Planned Parenthood	• Susan G. Komen Foundation • WAC	• Weight Watchers • Susan G. Komen Foundation • Easter Seals • COIP	• Unity • Center for Disease Control • Weight Watchers • WAC • COIP • Truth Campaign
		• Alcohol Anonymous • Narc Anonymous			• Alcohol Anonymous • Moderation Management • Narcotics Anonymous • COIP	
			• DAIP • CeaseFire Boston	• ROCA • DAIP • CeaseFire Cincinnati	• ROCA • CeaseFire Chicago • ABLA	• CeaseFire Chicago • ABLA
Activity State Members	Post	• Gay Change	• Planned Parenthood	• WAC	• PFLAG • Gay Change	• WAC
			• PSN • Planned Parenthood	• Susan G. Komen Foundation	• Weight Watchers • Susan G. Komen Foundation	• Weight Watchers • SPAN
		• CeaseFire Boston	• DAIP	• HomeBoy Industries	• ABLA	• ABLA
		• Alcohol Anonymous • Narcotics Anonymous		• ROCA • DAIP • CeaseFire Cincinnati	• ROCA • CeaseFire Chicago • ABLA	• SPAN • ABLA • CeaseFire Chicago

General Trends

As you can see from the green clustering in the community column, most social justice organizations derive authority from sense of community. These messages derive authority from the support of a community to argue that audiences should help to redress social inequality.

As you can see from the brown concentrations in the column second from the right and in the prevention row, most health organizations focus on preventive messages or draw their authority from scientific arguments.

Unlike health and social justice organizations, violence and right-to-act organizations have diverse approaches. These groups are spread across the table, sending many types of messages to many different audiences.

Many of these organizations appear at several positions on the chart. Organizations such as A Better Los Angeles (ABLA) that have many different audiences tend to have more complicated goals than more focused organizations with a single audience.

Specific Insights

The Following sections identify and describe particular insights derived from researching the messages of other organizations that affect the community involvement campaign.

1. A Higher Calling Replaces Unhealthy Goals

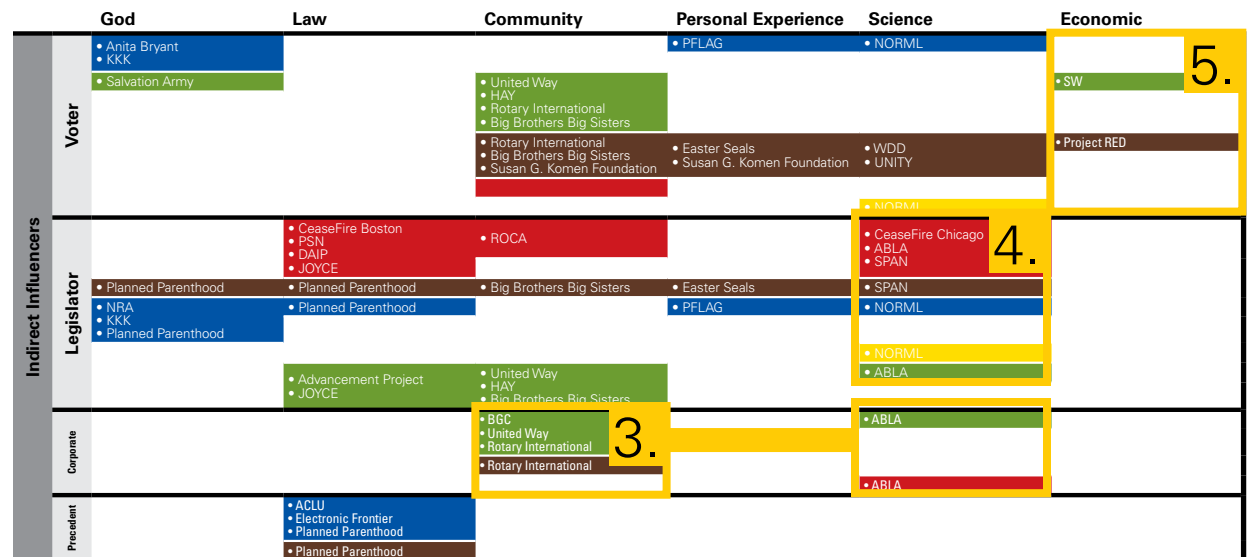
Many organizations successfully reach individuals who are active in, or recuperating from, harmful activities by using personal experience and religious authority. For instance, the Alcoholics Anonymous model has been successfully adapted to many addictive behaviors and helps audiences change their behavior using shared personal experiences and religious or ethical arguments. These organizations provide a higher calling, a more pressing goal that helps recovering addicts replace their addictions with another persistent set of behaviors and goals. Feeling accountable beyond oneself may lead a highest-risk individual to pursue alternatives to the game.

2. Shared Experiences Create Empathy

In contrast, organizations that use personal experiences to prevent behavior show little success. Campaigns such as The Meth Project's "Not Even Once" show little success convincing audiences to abstain from a behavior by using the voices of those who have engaged in it. Though this campaign has spent \$26 million, their measures of success are built on self reported usage of methamphetamine and are highly suspect.

The absence of success in this area shows an important requirement: personal experiences bring authority to a message only when they form a shared experience between the audience and speaker.

	God	Law	Community	Personal Experience	Science	Economic
Activity State Members	Prevention	• Abstinence Education	• Planned Parenthood	• Susan G. Komen Foundation • WAC • Big Brothers Big Sisters	• World Health Org • Susan G. Komen Foundation	• Center for Disease Control • Unity • World Health Org • WAC • Truth Campaign
			• Advancement Project • JOYCE	• BBC • HAV • Big Brothers Big Sisters		• Truth Campaign
			• DARE	• Not Even Once	• WAC	
			• Planned Parenthood • CeaseFire Boston • JOYCE			
Activity State Members	Mid-Activity	• Salvation Army	• Advancement Project	• HomeBoy Industries	• SW • ABLA	• ABLA • Truth Campaign
			• Planned Parenthood	• Susan G. Komen Foundation • WAC	• Weight Watchers • Susan G. Komen Foundation • Easter Seals • COIP	• Unity • Center for Disease Control • Weight Watchers • WAC • COIP • Truth Campaign
		• Alcohol Anonymous • Narc Anonymous			• Alcohol Anonymous • Moderation Management • Narcotics Anonymous • COIP	
			• DAIP • CeaseFire Boston	• ROCA • DAIP • CeaseFire Cincinnati	• ROCA • CeaseFire Chicago • ABLA	• CeaseFire Chicago • ABLA
Activity State Members	Post	• Gay Change	• Planned Parenthood	• WAC	• PFLAG • Gay Change	• WAC
		• Gay Change	• Planned Parenthood		• Gay Change	
			• PSN • Planned Parenthood	• Susan G. Komen Foundation	• Weight Watchers • Susan G. Komen Foundation	• Weight Watchers • SPAN
		• CeaseFire Boston	• DAIP	• HomeBoy Industries • ROCA • DAIP • CeaseFire Cincinnati	• ABLA • ROCA • CeaseFire Chicago • ABLA	• ABLA • SPAN • ABLA • CeaseFire Chicago
Activity State Members		• Alcohol Anonymous • Narcotics Anonymous			• Alcohol Anonymous • Moderation Mgmt • Narcotics Anonymous	



3. Corporations Support Social Justice

Organizations that successfully court the ear of corporations almost always have a social justice goal. These organizations usually support their arguments using the voice of a community or economic arguments. Since CeaseFire has an aspiration to gain closer sponsorship relationships with corporations, perhaps they could become more successful by adopting the language of social justice.

4. CeaseFire is in Complex Company

Organizations with a complex combination of goals often use scientific authority to convince legislators and explain their value. For instance, NORML's (National Organization for the Reform of Marijuana Laws) crusade to legalize marijuana and SPAN's (Suicide Prevention Action Network) campaign against suicide have counter-intuitive arguments to make with an audience of legislators. CeaseFire also uses a scientific message with this group, suggesting that their message is rather complicated. Since CeaseFire finds itself in this group of organizations, its message might be more nuanced than it realizes.

5. Ethically Driven Consumers Support Causes

Project RED and others have blazed a message that enables individuals to help solve a difficult problem by applying their purchasing power. Meanwhile, many new non-profit organizations empower individuals transitioning to economic stability and legitimacy by teaching them creative skills. How could CeaseFire combine these two new trends, connecting ethically driven consumers to the businesses of those transitioning into economic legitimacy?

Health-Related Media Campaigns

Traditionally, public health behavior change interventions have been supported by media campaigns, also commonly known as social marketing. Media campaigns are intended to reach broad audiences through television, print media, and radio, in order to raise awareness and change social norms. Media campaigns are driven by core messages that speak to health dangers, promote positive health behavior changes, remove barriers to behavior change, and, in some instances, reveal deceptive industry practices. Examples of significant campaigns include tobacco cessation, breast cancer, drug use, HIV/AIDS, hypertension, obesity, among others.

In order to gain a better understanding of media campaigns relative to bridging the communication gap between low and high risk individuals in CeaseFire communities, the project team conducted a literature review. Findings from the review are summarized below and the implications these have with respect to developing a solution are highlighted.

CeaseFire's Messages to the High Risk

Since 2000, CeaseFire has employed a media campaign, at varying intensities over time, primarily directed toward the high risk with the "Campaign to STOP the Shooting." Examples of messages broadly used in the campaign include, "Don't Shoot I Want to Grow Up," and "Stop. Killing. People." (fig. 4.3). Informal

fig.4.3: Bulletin Board at CeaseFire's Woodlawn Office



messages developed by outreach workers also support the campaign on the street. For instance, one popular flyer handed out states, "Don't let 6x6 or 6 feet under be your only choices."

Generally research indicates that health campaigns that are designed to extract fear in order to achieve behavior changes are not successful (Job, 1988). The only way that fear should be used, if it must be used at all, is as an underpinning balance to follow an appropriate response, the use of fear alone is not sufficient. The fear must also be understood and minimal. Though CeaseFire's messages to the high risk instill a sense

of fear about the consequences one will face if he or she engages in violent behavior, it is balanced with the delivery of alternatives—access to social support, legal employment and other opportunities—for the high risk.

CeaseFire's Messages and the Low Risk

Low risk residents are often a step removed from violence, though their lives are often directly affected by it. Arguably low risk residents constitute 99.9% of the community and they are not shooting other people. Therefore it follows, that messages like, "Stop. Killing. People.," do not resonate with the low risk. In fact, many low risk do not want to display such messages for fear of further demonizing the neighborhood or lowering property values. Yet, at the same time, low risk individuals are central to creating a safe community, and so moving forward it will be essential to develop messages that will encourage their participation and define their roles in the solution.

Based on the literature, a campaign directed toward the low risk should be sensitive to the below principles when developing messages:

1. Listen and Speak to the Subculture

Knowing the language and cultural expectations of the subculture will make the campaign more meaningful and targeted.

2. Speak to More than One Sense

Auditory cognition is stronger and takes on active characteristics versus a print campaign that only uses one of the viewer's senses.



3. A Framed and Targeted Message Connects Best With Individuals

What's said is as important as where it's said and how it's said (Stages of Change Model).

4. Change the Situation's Constructs by Flipping the Context or Relationships in the Situation

Create messages that change the victory condition, so that being in the game and using violence to address

conflicts or to get needs met is no longer cool and means you have failed.

5. It's Obvious and Natural

Neighborhood activities, heavy traffic areas and social grapevines provide a natural entry points for the CeaseFire message. Utilize these to effectively reach the community.

Technology and Communication

Unlike any other time in history, information is almost instantaneously available to us. Driven by technology, the ways that individuals communicate with each other evolve at a rapid pace. The project team explored two lines of inquiry to better understand the implications that technology trends have respective to CeaseFire campaign design. Communication strategies employed by political campaigns were studied, as were the ways that health promotion and social welfare web sites engage visitors.

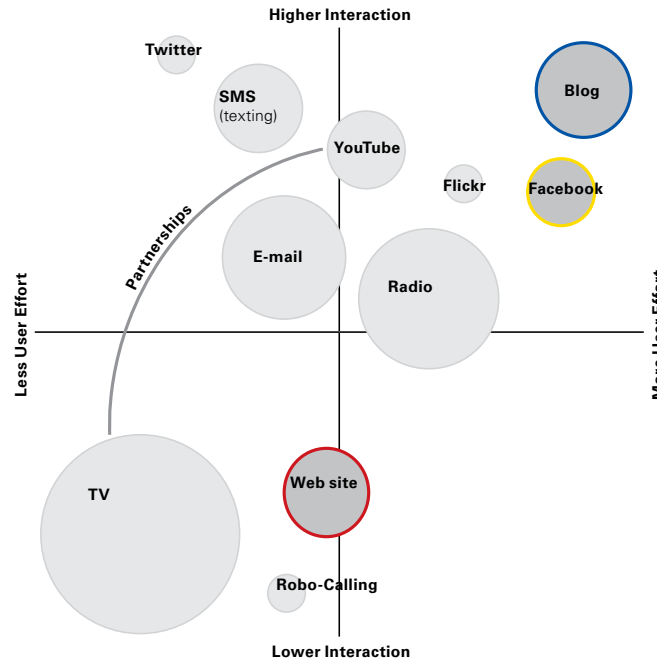
Political Campaigns

Traditionally, television has been the most powerful communication medium used by politicians during electoral campaigns. Studies indicate that user cognition is strongest when two mediums, such as sight and sound, are used together, which accounts for television's effectiveness in connecting with voters.

Radio and email are also employed to communicate with voters. However, these are less dynamic methods that download information and rely in an individual's undivided attention.

It was only 12 years ago that the internet was first used in American political life. To date, there are three types of web sites used in U.S. presidential campaigns (fig. 4.4). The first type provides basic information in a static format (red). Web sites in the second category include

fig. 4.4: Characteristics of Media Used in Political Campaigns



blogs, video, audio, RSS feeds, and downloads. Those in the third group include social networking capabilities such as "house parties," "team buildings," or fundraising.

More recently, campaigns have been strengthened when partnerships between television and other technologies are formed. For instance, in the 2008 presidential election CNN and YouTube sponsored a debate series in which YouTube members could submit video questions that were answered by the candidates.

During the last presidential cycle the internet was an essential component of Barack Obama's campaign. Senator Obama's web site went live the moment he announced his candidacy, directing volunteers to

organize, meet, plan events, register voters, make phone calls, and donate, and provided all of the tools to do so. It is estimated that between two and three million individuals participated in Obama's campaign via the internet and that 80% of the approximately \$847 million in funds raised for the general election were donated online, and consisted of contributions less than \$100. Additionally, Obama's use of social networking sites appealed to young people who generally do not find politics of interest. Obama's internet strategy redefined participation and allowed anyone who was interested to be involved at their convenience.

Health Promotion and Social Welfare

New media are being used by traditional and non-traditional health promotion and social welfare organizations to provide a wide range of information and offerings to web site visitors. The project team analyzed a range of these web sites to better understand how organizations differentiate themselves with respect to creating a participatory experience for visitors. The analysis revealed three types of web site experiences discussed below.

Brand Extending

Many organizations trade on an already well-established brand to draw internet visitors. The web sites generally rely on static text to communicate information and include the Boys and Girls Club, Habitat for Humanity, Alcoholics Anonymous, American Cancer Society and CeaseFire.

Technology-driven

Web sites in this category utilize heavy web technology and tools to enable visitors to interact in multiple ways with their organization—both on and offline. Project Red, Weight Watchers, Biggest Looser and the Truth Campaign exemplify this approach. For instance, on the Truth Campaign web site you can experience how “knowledge is contagious” by watching short advertisements, playing games or remixing music (fig.

figs. 4.5 & 4.6 : Infect Truth site and Susan G Komen Foundation Site



4.5). To help combat America's obesity epidemic, the Biggest Loser web site provides 20 different tools and methods to help visitors to lose weight.

E-commerce Ready

In addition to using heavy web technology and tools, organizations in this category utilize web technology and e-commerce to enable visitors to donate to the cause or make purchases that would support the organization's mission. March of Dimes and Susan G. Komen are examples. On the Komen web site visitors can purchase apparel, jewelry, and greeting cards in the Promise Shop and a percentage of the proceeds will support breast cancer research (fig. 4.6).



Across web sites, a few general trends emerged:

- E-commerce is common.
- Individual blogs are ways to communicate about a disease and its affects on the individual and to get support for the individual from others experiencing the disease.
- Real world activities coordinated by the organization are connected to the organization's online presence.
- Organizations that are more established, with a well-known reputation, use new technologies sparingly.
- New organizations understand new media and use it well.

Social Movements

CeaseFire outreach workers and violence interrupters often speak about their work as “a movement” to change social norms about shooting and killing so that lethal violence is no longer considered a normal response to conflict. Mediating conflicts and providing alternatives for the highest risk are central to their work and together comprise the heart of “the movement.”

In order to gain a better understanding of social movements relative to CeaseFire, the project team conducted an era analysis. Findings are summarized below as are the implications respective to campaign design.

Approximately, 75 distinct historic events related to the civil rights of African Americans, women, and lesbians and gays, were mapped over time from 1750 to present day. Significant events were identified and from these three insights emerged (fig. 4.7).

Change Takes Time

On average efforts to change or institute new laws related to basic civil rights in the U.S. take 78 years. For instance, the first Women’s Rights Convention was held



in 1848; 72 years later, the 19th Amendment passed, granting women the right to vote. In 1868, when the 14th and 15th Amendments were passed, Black men were

granted the right to vote, yet the Civil Rights Act was not signed until 1964, 86 years later. The Gay Liberation Movement was started in response to the 1969 Stonewall Riots, 78 years ago; historic trends would seem to indicate that the legalization of same-sex marriage will soon follow.



In light of these patterns, is important for CeaseFire to be mindful that changing the thinking about violence as a disease will take time. The conceptualization of violence as a public health problem—rather than a conflict between a perpetrator and a victim, or between a good and a bad person—occurred in the late 1980s. A significant paradigm shift may not occur until as late as 2065. That said, the use of new media could have major implications with respect to accelerating the process.

Maintenance Required

Both the Women’s Suffrage and Civil Rights movements are considered successful. Though the battles were won, to some extent the war continues. For instance,



though the Civil Rights Act was passed in 1964, the first African American President was not elected until 2008.

Similarly, it was not until 1973, 53 years

after women had been granted the right to vote that the U.S. Supreme Court made the landmark abortion decision with *Roe v. Wade*. This decision is continuously defended by the National Association for the Repeal of the Abortion Laws (NARAL) through fundraising and public education campaigns to ensure that the decision is not reversed. Other laws have been passed to support women’s rights, including the Victim of Crimes Act, passed in 1984, that provides assistance to victims of sexual assault, spousal abuse or child abuse for underserved populations and victims of violent crime.



Over time CeaseFire will likely persuade much of the American public that violence is a disease.

However, skepticism will remain, especially among entities devoted to traditional suppression approaches. According to the U.S. Department

of Justice, in fiscal year 2006, federal, state and local governments spent an estimated \$214 billion for police protection, corrections, and judicial activities.



fig. 4.7: Social Movements Era Analysis

	1848-1900	1900 - 1944	1945-1974	1975 - 1994	1995 - Present
African Americans	1862: Emancipation Proclamation 1868: 14th and 15th Amendments pass, giving vote to Black men		1954: Brown v. Board of Education 1955-56: Montgomery Bus Boycott 1961: Sit-ins, Freedom Rides, Voter Registration; Affirmative Action Executive Order 1964: Civil Rights Act	1991: Rodney King beaten and Los Angeles Riots	2006: Proposition 2 passed in MI, banning Affirmative Action 2008: Barack Obama elected as 1st Black President of the US
Women	1848: First Women's Rights Convention	1920: 19th Amendment passed granting women the right to vote	1969: NARAL Founded 1973: Roe v. Wade	1984: Victim's of Crime Act passed	1999: NARAL launches "Choice for America" campaign 2005: Launches \$2.5M campaign to defeat mid-term anti-choice ballot measures
Lesbian and Gays	1897: Order of Chaeronea founded	1945: Homophile Movement begins	1950: Mattachine Society founded, advocates direct action strategies 1969: Gay Liberation Movement started by Stonewall Riots	1977: "Save our Children" campaign 1979: First Lesbian and Gay March on Washington 1983: HIV/AIDS discovered 1988: ACT UP die-in at FDA	2000: Same-sex civil unions legalized in VT 2008: Proposition 8 passes eliminating right for same-sex couples to marry in CA 2009: First gay marriage license issued in Iowa

Beneficiaries of these resources will be intent to protect them, actively working against those, like CeaseFire, competing for support. CeaseFire must plan to allocate a steady flow of resources to maintain and advance its work to define violence as a disease.

Cooperative Tactics

Historically the traditional outcomes of social movements have resulted in significant changes in policy. Oftentimes, protest, disruptive tactics and violence are used to accomplish change. CeaseFire outreach workers and violence interrupters rely on conversation to mitigate the transmission of violence. Therefore, it follows that CeaseFire is uniquely positioned to promote a

cooperative approach to change when approaching policymakers or seeking partnerships, rather than relying on traditional tactics.

Summary

Understanding how CeaseFire is situated in relation to other violence prevention efforts and previous health-related media campaigns helped to lay the framework for the solution space.

Since the mid-1800s, social movements have relied on buttons, posters and protests that communicate that change is needed. The Obama campaign marks the beginning of a new era in which individuals can participate remotely and make a significant, and in some cases, instantaneous impact. It may then follow, that the speed at which social change is possible accelerates. Communicating in this environment will involve a new way of working and a new skill set. If CeaseFire actively plans for innovative ways to extend its current public education and community mobilization efforts, it could be well positioned change social norms related to violence on a large scale.

Primary Research



Ed Kashi 2007.

4. Understanding Neighbors

Beliefs of the High and Low Risk
Shared Emotional Environment and Aspirations
Reaching and Involving the High Risk
Reaching and Involving the Low Risk
Understanding the Network

Introduction

Before solutions could be designed for the Chicago Project for Violence Prevention, it was important for the project team to learn about the beliefs of people who live in CeaseFire neighborhoods. Why do low risk community members believe violence cannot be changed? Why do the high risk believe that violence is the best way to settle conflicts or get needs met?

The project team conducted a series of intercept interviews, expert interviews and participant observations. If you would like learn more about this process, details are available in the Research Process Appendix. The following section describes the insights generated by these interactions.



Beliefs of the Low Risk – Life Under Siege



Coping Under Siege:

Low-risk residents seek safety by remaining uninvolved with all aspects of community life, staying in their homes.

The low risk believe that they are the coping under siege. The fear of violence causes them to stay indoors and remain uninvolved. Over time, they have become indifferent to the state of the neighborhood. Some residents go outside the neighborhood for work or to the grocery stores for their immediate needs.

Circle the Wagons:

People respond to violence by protecting their small social groups, family, and block.

The low risk are concerned about their close relatives and check on them when they suspect violence around. Though they protect their immediate neighbors from thefts and ask favors of surveillance, this care does not extend beyond the block. We must expand the zone of concern held by the low risk out into the entire community.

Self-Reliant Solutions:

People develop self-reliant coping mechanisms to rely on should their personal safety become threatened when they are alone.

The low risk rely on themselves to be safe by carrying out precautionary measures such as keeping their cell phone handy, befriending the police or going to self-defense classes. They are aware of safe havens in case they feel threatened.

Beliefs of the High Risk – Rules of the Game



Every child wants gym shoes and that want for more begins with Nike.



Not Long to Live:

Highest-risk individuals believe they have a short life span; hence they adopt a lifestyle that is believed to generate wealth quickly.

The high risk believe they know the rules of the game. They believe that they will not live past their 20s and hence they should adopt a lifestyle that will create fast money. Many believe that drug dealing and crime is the only way to attain material goals. Successful drug dealers become their role models for how to get needs met because other careers seem unattainable.

Crime Pays:

Many people believe crime is a way to escape poverty and fulfill materialistic needs.

Crime seems to be the solution to all problems in the mind of the high risk. It fulfills their material needs and brings a social support network. The circulation of money within the high risk community creates cohesion among them. We must show them alternatives to the game and illuminate opportunities that help them make long term goals that lead a constructive life.

Drama Causes Violence:

Emotionally charged conflicts drive violent behavior.

Bruised egos mix with drugs and alcohol to cause the drama that leads to violence. The high risk youth lack the skills to mediate a conflict and resolve it through conversation. Instead they resort to violence in an emotionally charged situation, rapidly escalating many socially dramatic situations to physical violence.

Shared Emotional Environment



Neglect:

The lack of community ownership causes neglect of the neighborhood's physical environment.

The myths of the community create a depressing emotional environment. Destruction caused by violence and lack of care for the neighborhood results in the physical neglect of the neighborhood. There is no garbage pick up or sensitivity by local residents to keep their community clean. There is a need to get the community on board and feel concerned for the health of their community.

Distrust of Businesses and Services:

Community members do not believe the business owners will improve the neighborhood.

There is a lack of trust for the local business owners and other services that come into the hood. Social services are not trusted to seriously tackle the problems of the neighborhood. People believe that businesses remove money from the community and tacitly support illegal drug commerce. We must provide local businesses a stake in the health of the community to erase this distrust.

No Good News:

The sour grapevine deals solely in drama and tragedy and it makes people withdraw from community involvement.

The emotional environment is greatly damaged by bad news travelling through word of mouth. Friends phone one another and discuss the bad events that occurred. Good news is unheard of; it does not travel easily and is not even believed. We have to foster and illuminate good news.

Aspirations



If I Could Walk Outside...:

Many community members long for a time when they can be outside without feeling in harm's way.

The people of the community want to be able to walk outside without the fear of being shot. A sudden shoot out amongst the high risk endangers the life of the passers-by and can result in their accidental death. The low risk are forced to be indoors to be safe. There is a need to create a safe outdoor space that encourages people to come outside and be able to engage in activities in the neighborhood.

If I Could Talk Without Fear...:

Many community members long for a time when they can talk to whom they want, when they want, without fear of being perceived as a snitch.

The low risk want to be able to talk to anyone in the neighborhood without feeling threatened of consequences. They lack the freedom of speech. They lose anonymity when disclosing or sharing information with people on the street, at the local business or the block club and their lives may be endangered if they are perceived as a snitch. We need to encourage people with safe communication channels.

If Kids Played Outdoors...:

Community residents long for a safe community where all kids can play outside and not be harmed.

Community members aspire to have a safe outdoor space where kids could play with their friends. Some residents take their kids to the neighborhood park very early in the morning when they rest assured that nobody is out on the streets and it is a safe time to be outside. Others are unable to provide outdoor development to their kids. We need to create a safe outdoor space where parents could bring their kids to play with each other.

Reach the High Risk – Gain Credibility



Get Them When They're Vulnerable:

High-risk individuals recuperating from trauma are more receptive to personal transformation.

To reach out to the high risk, one must gain credibility. Low risk individuals associated with CeaseFire can provide stability and support to the high risk in their most vulnerable moments. CeaseFire needs to enhance their present hospital response activity through expansion of the service and through active involvement of the mid and low risk.

Empathy not Authority:

Highest-risk individuals are most responsive to efforts that are guided by empathy for the complex web of factors that affect the decisions they make for themselves.

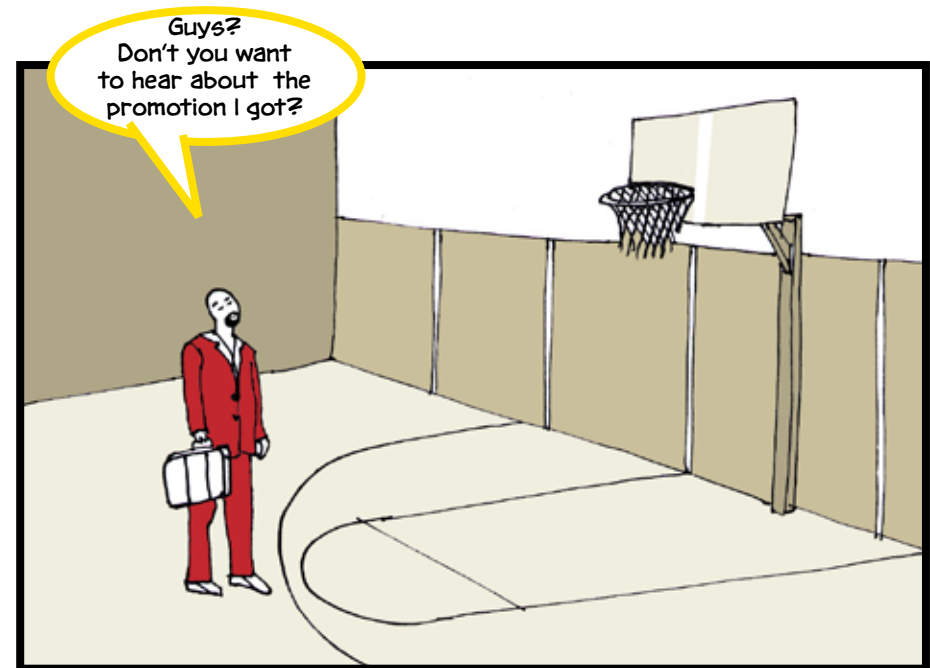
Unlike the traditional approach of law enforcement, CeaseFire field staff know to speak with empathy and not authority. Threats of punishment do not establish rapport as well as establishing shared experience. This empathy enables behavior change. This skill that currently only resides with the field staff could be expanded to the mid and low risk who could also be credible messengers to the low risk.

Provide Stability:

Consistent interactions with caring, loyal adults help high risk youth stay grounded.

The high risk need consistent support and guidance through their various phases of transformation. Caring adults could consistently engage themselves in this interaction and help the youth stay grounded.

Involve the High Risk – Greet Legitimacy



Provide Alternatives for Dealers:

The game is supported by a network of drug dealers. Providing alternatives to the game may lead to a gradual breakdown of these networks until the last drug dealer is left wondering why he is all alone.

The high risk have a cohesive network that needs to be broken down by illuminating opportunities that provide them long lasting goals. As more high risk begin the change process, more will high risk follow suit.

Legal Legitimacy Does Not Bring Respect:

Disbelief and indifference greet the highest-risk when they become law abiding.

Once the high risk go legit, they lose their social connections and street support. Moreover, there is a disbelief amongst their peers that they have gone legit. CeaseFire can more deliberately celebrate going legit and provide a social support system to the high risk that keeps them from reverting back to crime.

Help Stay Hood at Heart:

Those formerly in the game want to stay connected to street social support they receive from friends and family.

The former high risk do not want to lose their street social network. Although, this connectedness creates complexity to their legitimacy. People of the community and the police look upon them with distrust and disrespect. This is a challenge for CeaseFire to identify them as respected individuals and provide them with the social support system.

Reach the Low Risk – Foster Communication



Dispel the Fear to Speak:

Communication methods that maintain anonymity and safety of the participant increase reporting.

To reach out to the low risk, there is a need to foster communication, communication that ensures their safety and dispels the fear to speak. CeaseFire could engage the community in activities that allow them to know their neighbors and build a community spirit that binds them together to discuss and create change.

Make Resources Visible:

Community residents do not know where to find out about local resources that could help them achieve personal aspirations.

The low risk have talents that they wish to share with others. They want opportunities that allow them to use and exhibit their skills. CeaseFire could help the residents by making resources visible and empower them through access to information. This will enable them to fulfill their aspirations.

Connect the Blocks:

Strengthening individual block clubs and ties between block clubs could enhance social cohesion among low-risk residents.

Strong block clubs create strong communities. People do not talk in the block club meetings due to the fear of snitching. CeaseFire could create a social cohesion between the blocks that will create a larger support system for the low risk residents and enable them to communicate ideas without fear.

Involve the Low Risk - Encourage Involvement



Define Roles and Make Participation Visible:

Low risk people in violent neighborhoods do not know what role they can play to prevent and reduce violence. People feel more comfortable participating in community activities if they feel they are not alone.

CeaseFire must also encourage the low risk to get involved and participate to help the state of their neighborhood. Presently, they do not know how they could contribute or participate because their role has not been defined. There is a need to define their roles and make the participation visible for others to see and join the group.

Create Something to do in the Neighborhood:

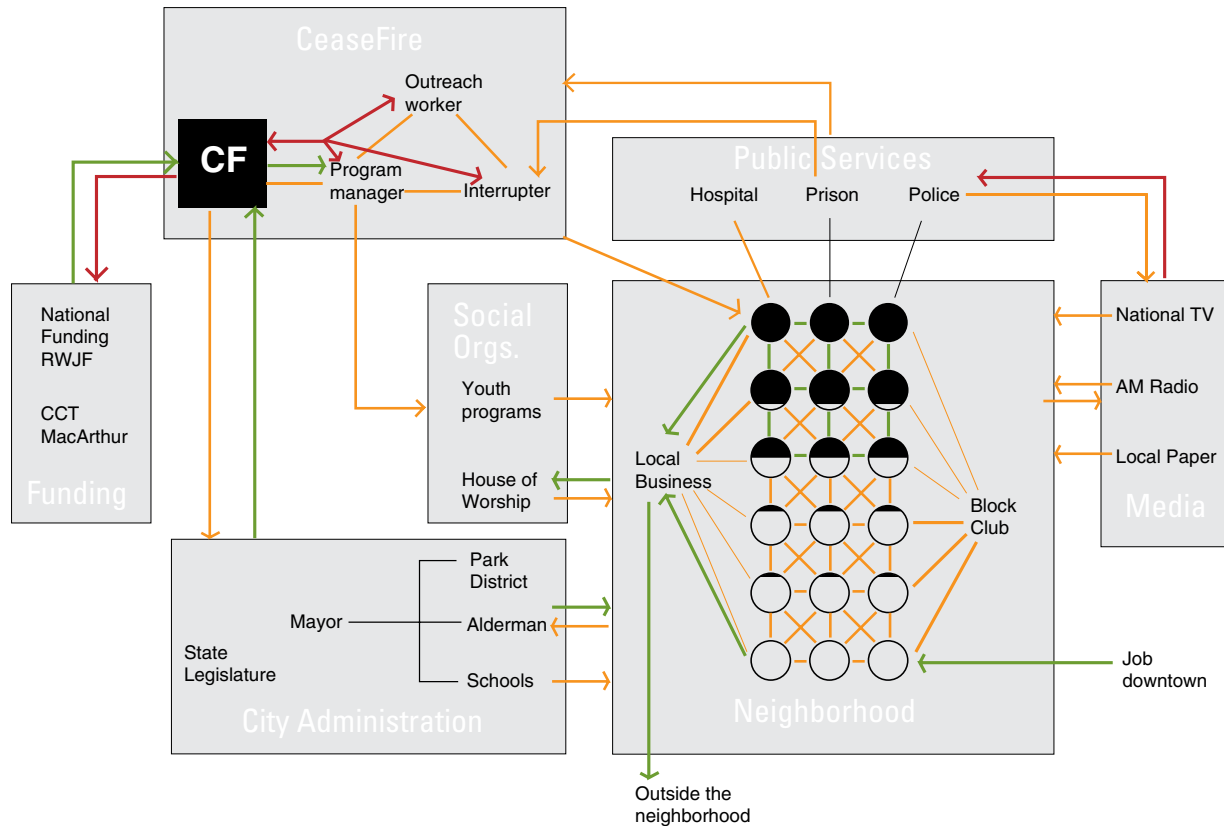
The community must go outside of the neighborhood to entertain themselves.

Violence prevents businesses such as entertainment to prosper and the low risk are compelled to invest their resources for leisure outside the neighborhood. There is a need to create fun activities for them to engage in and invest in the hood.

Make Events Flexible:

Maximum participation in community events requires flexible event structure; time and place of events must respond to real-time community dynamics.

There is very less activity in the neighborhood during the winter. With no base of operations during outside events, workers must leave if the activity is not immediately successful. We need to make the events flexible that encourage maximum participation under all circumstances.



Understanding the Network

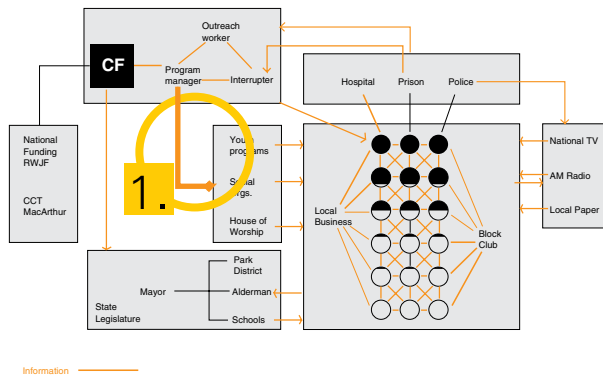
In addition to listening to the voices of the neighborhood to develop insights, we sought to understand the flow of forces through the neighborhood as a system. This network diagram helped the team to gain an understanding of the elements of the ecological system, and the relationships between them. It illuminated strong connections or missing connections between the different parts of the system that showed us the way information, respect and money flow and highlighted opportunities for change in the system.

Information ———

Reputation ———

Money ———

Information Flow

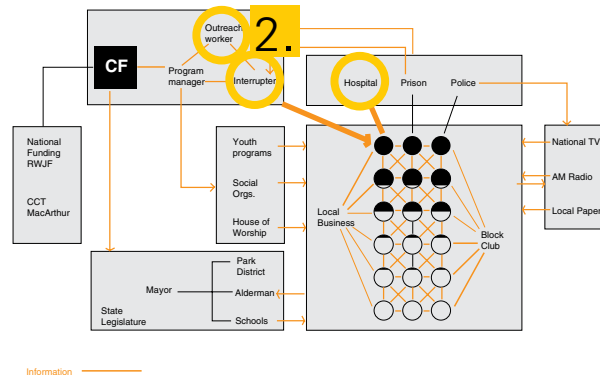


1. Create Credible Messengers for the Community

House of Worship: The people in the community are strongly grounded in their faith. An actionable message from the faith leader would be impactful and elicit response towards the state of the neighborhood.

Block Club: Community members in block clubs often send out accusatory messages informed by superstitious understandings of the causes of violence. Redefining these messages could create a healthy sense of community and increase the positive influence of block clubs.

AM Radio: Information goes out from the community and comes back in the form of news. News about positive and constructive activities in the neighborhood could create a shared spirit to care for their neighborhood.

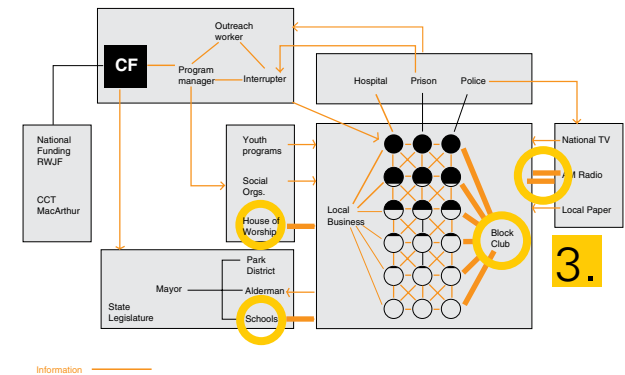


Schools: Kids are greatly impacted by what they learn in school. Schools could play a vital role in communicating messages that help change social norms.

2. Create Information Partners

Communication between the CeaseFire on-site team and social organizations in the neighborhoods could be strengthened through partnership, increasing cases of transformation.

An ex-offender in the process of change at CeaseFire needs an avenue to earn income. If he is directed towards a social organization that would find him employment or education opportunity, he is more likely to transform.



3. Enhance Credible Messengers for the High Risk

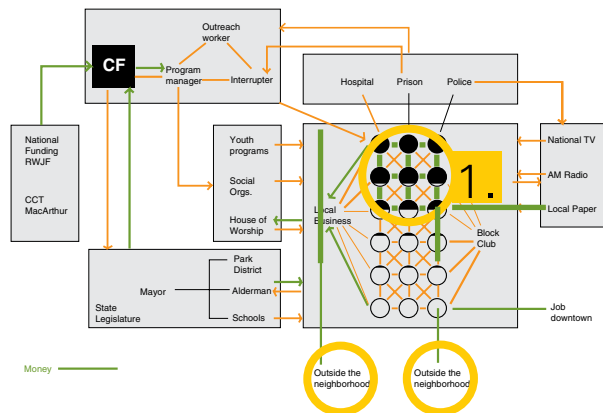
Interrupter: He or she gains credibility from being an ex-offender and is able to empathize with the high risk to stop them from shooting in a given situation.

Outreach worker: Once a high risk individual trusts the organization and is contemplating change, the outreach worker plays a vital role.

Hospital Outreach and Chaplain: The high risk individual is in a vulnerable situation at a hospital when he has been affected physically and mentally from violence. He is also under certain pressure from his family. Hospital outreach takes advantage of this situation and proposes a case for change.

All of the above roles must be leveraged and enhanced for the campaign to be pervasive.

Money Flow



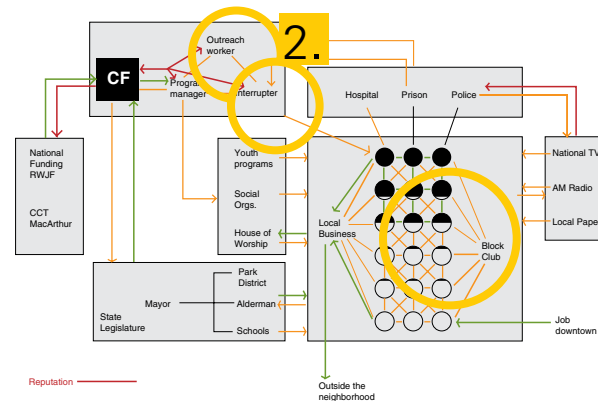
1. Create Opportunities to Invest in Hood

A lot of money is circulating within the high risk community. This makes the high risk cohesive as a group. There is nothing that binds the rest of the community together in a similar way.

The money created from local businesses in a neighborhood goes outside the hood. How can one encourage more businesses created by the people of the neighborhood?

Legitimately generated money from jobs downtown does not stop in the neighborhood. It goes directly outside the neighborhood for the purpose of shopping or leisure. The community lacks places to go out in their own neighborhood.

Reputation Flow



2. Bring Respect to Ex-Offenders and Community Members

Being an interrupter is a face saving opportunity for the ex-offenders. He earns the respect from the high risk community but his story fails to reach the neighborhood at large. Can we fill this gap by communicating his story of change and celebrate him as a hero?

There is a need to create reputation for the people of the neighborhood such that they gain self-respect and feel motivated to help themselves and their hood. Can a block club become an opportunity for this exchange to take place?

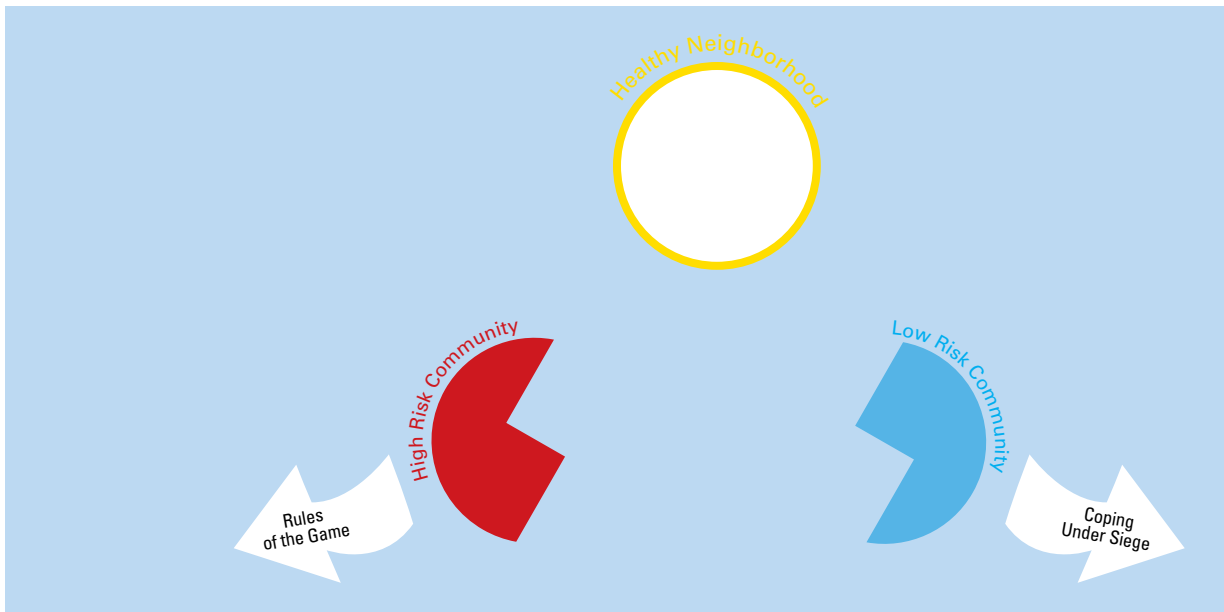
5. Principles for Campaign Design

Dispel Myths
Raise Spirits
Lever for Change
Campaign Goals

Introduction

The insights derived from primary research inform the design our campaign by supporting principles and criteria for solutions. This section identifies and groups these solution criteria to synthesize the details of the primary research into main goals. The goals for the campaign arise from two areas: the current status and beliefs of the neighborhood and levers for change to a new state.





Dispel Myths

In its current state, the neighborhood is broken into the low and high risk, each group holding their own ideas about violence and following a set of beliefs they feel gives them the greatest chance of survival.

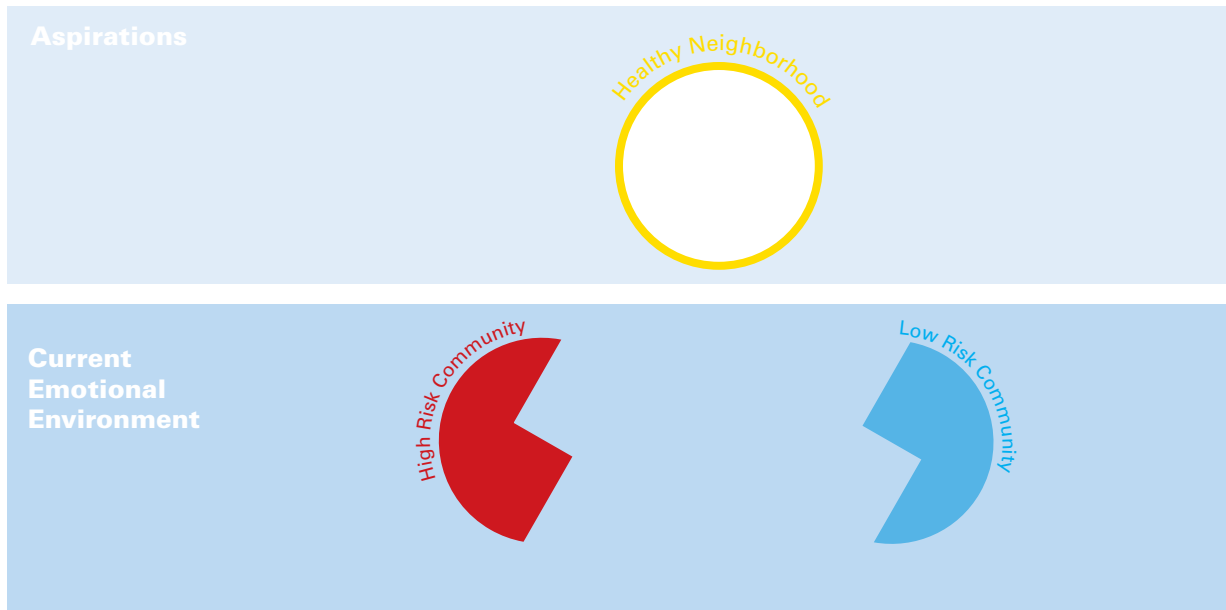
We must dispel the myths held by the besieged low risk and the in-game high risk that perpetuate noninvolvement and violence.

Change the Rules of the Game

- **Refute the Hype:** Deflate the glamor of the dealer lifestyle, showing how tough it is to make money and stay free.
- **Demonstrate Alternatives:** Introduce alternate role models that show how life can continue past 21.
- **Prevent Escalating Drama:** Derail the emotionally charged conflicts that drive violent behavior.

Break the Siege

- **Expand Zones of Concern:** Enlarge the spheres of protection created by low risk neighbors beyond their closest ties to the whole neighborhood.
- **Protect Involvement:** Create situations where the low risk can become involved without feeling put into danger.



Raise Spirits

The community as a whole also shares a toxic emotional environment that manifests in the neglect of the physical environment. Fortunately, the community also shares common aspirations for the health of the neighborhood that can help them escape their current state.

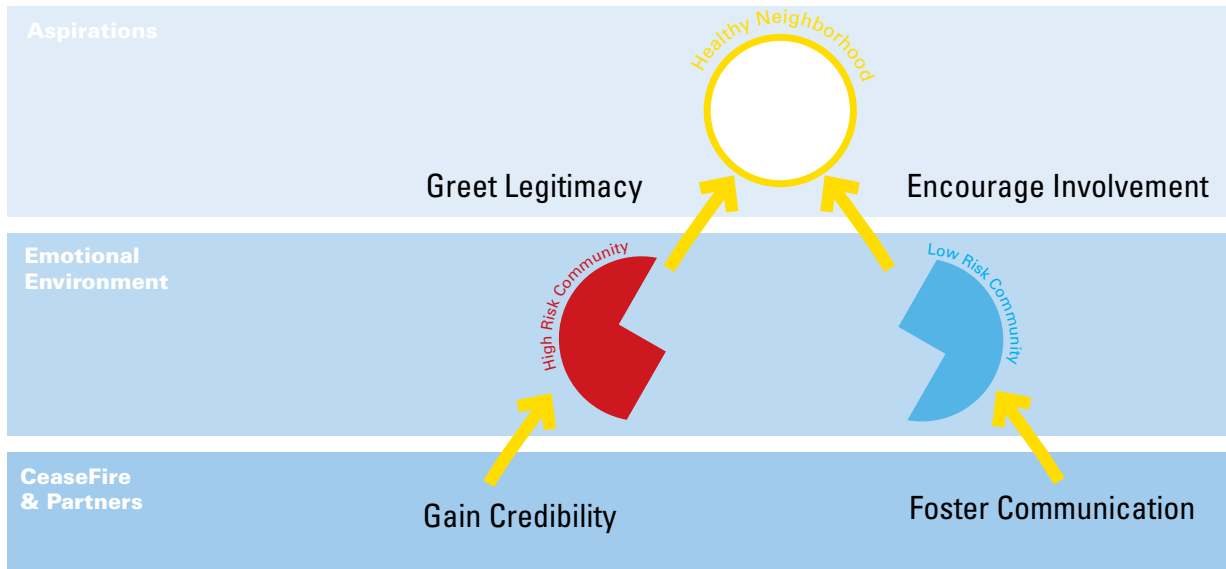
We must detoxify the emotional environment of the community using their aspirations as a guide and promise.

Detoxify the Emotional Environment

- **Spread Good News:** Replace the negative gossip and tragic rumors with good news.
- **Combat Neglect:** Reverse the neglect of the physical environment. Promoting increased emotional and economic investment
- **Foster Trust:** Show sincerity and commitment from both CeaseFire and its partners, dispelling the sense of entitlement, cynicism and mistrust.

Progress Towards Aspirations

- **If I Could Walk Outside...:** Many community members long for a time when they can be outside without feeling in harm's way.
- **If I Could Talk Without Fear...:** Many community members long for a time when they can talk to whom they want, when they want, without fear of being perceived as a snitch.
- **If Kids Played Outdoors...:** Community residents long for a safe community where all kids can play outside and not be harmed.



Levers for Change

Our ability to change this system relies on credibility and communication to meet the high and low risk communities.

Strategies to move these two groups towards a healthy united community include gaining credibility with the high risk, respecting their movement to legitimacy, fostering communication with the low risk and encouraging their involvement.

Guide the Highest Risk

Greet Legitimacy

- **Celebrate Going Legit:** Remove the disbelief and indifference that greet the highest-risk when they become law abiding.
- **Hood at Heart:** Those formerly in the game want to stay connected to street social support they receive from friends and family.

Gain Credibility

- **Speak with Empathy:** Encourage the whole community to approach the high risk with empathy and natural human courtesy.
- **Bring Stability:** Connect to the high risk with consistency and stability, bringing a calm presence especially to moments of trauma.

Involve the Low Risk

Encourage Involvement

- **Define Lasting Roles:** Show the low risk what role they can play to prevent violence; recognizing the unique skills they offer.
- **Make Participation Visible:** Show active popular involvement.
- **Create Events in the Hood:** Make safe, entertaining events in the community that improve community spirits.
- **Make Events Flexible:** Design events that adapt to unexpected circumstances.

Foster Communication

- **Dispel the Fear to Speak:** Create situations where community members can discuss neighborhood dangers without fearing reprisal.
- **Lead the Way to Resources:** Show community residents where to find out about local resources that could help them achieve personal aspirations.

Campaign Goals

5. PRINCIPLES FOR CAMPAIGN DESIGN

Raise Spirits

Detoxify the emotional environment and
Progress towards aspirations

Dispel Myths

Change the rules of the game for the high risk and
Break the siege imposed on the low risk

Guide the Highest Risk

Establish credibility to earn their trust and
Celebrate progress towards legitimacy

Involve the Low Risk

Foster communication to gain their attention and
Encourage involvement in the community

Campaign



Ed Kashi 2007.

6. Campaign System

Concept Generation and Organization
Good News Engine
Universal Training
Mobile Branch
Heal the Space
Additional Concepts

Introduction

Answering the challenges faced in the community and reaching towards the campaign goals, this section introduces our campaign for community involvement comprised of four innovative systems. In this section you will read the groups of concepts that respond to needs in the neighborhood, taking into account the strengths and capabilities of CeaseFire and showing ways to grow.



Ed Kashi 2007.

Concept Generation and Organization

To achieve the campaign goals discovered during our research, the project team used several techniques to generate concepts and construct groups of ideas that supported one another. A workshop featuring experts familiar with CeaseFire's work as well as design students from outside the team developed fresh concepts unburdened by preconceptions developed during research. Later the project team used several concept mapping methods to develop a wide breadth of concepts and identify which concepts worked best with one another. See the Design Process Appendix for more information.

Concept Evaluation

This large number of concepts was analyzed for community and organizational value using criteria drawn from primary and secondary research. From hundreds of concepts, we winnowed down to those that ranked high in both user and business value. The graph at right, showing our final selected concepts, is divided diagonally. Those concepts landing on the upper right from the diagonal line have high value to both the community and CeaseFire. Those in the lower left of the diagonal line are low in either user or organizational values. Though many of these concepts have been deleted, some remain in the final systems because they support and connect more directly beneficial concepts.

Community value criteria ask whether a concept:

- Creates access to resources
- Promotes safety
- Flexible
- Gives respect
- Engaging experience
- Defines roles
- Shows impact
- Promotes connectedness

Business value criteria ask whether a concept is:

- Scalable
- Economical
- Enhance CeaseFire brand
- Measurable
- Equitable
- Easy to implement
- Easy to adapt
- Strategic fit

Concept Groups

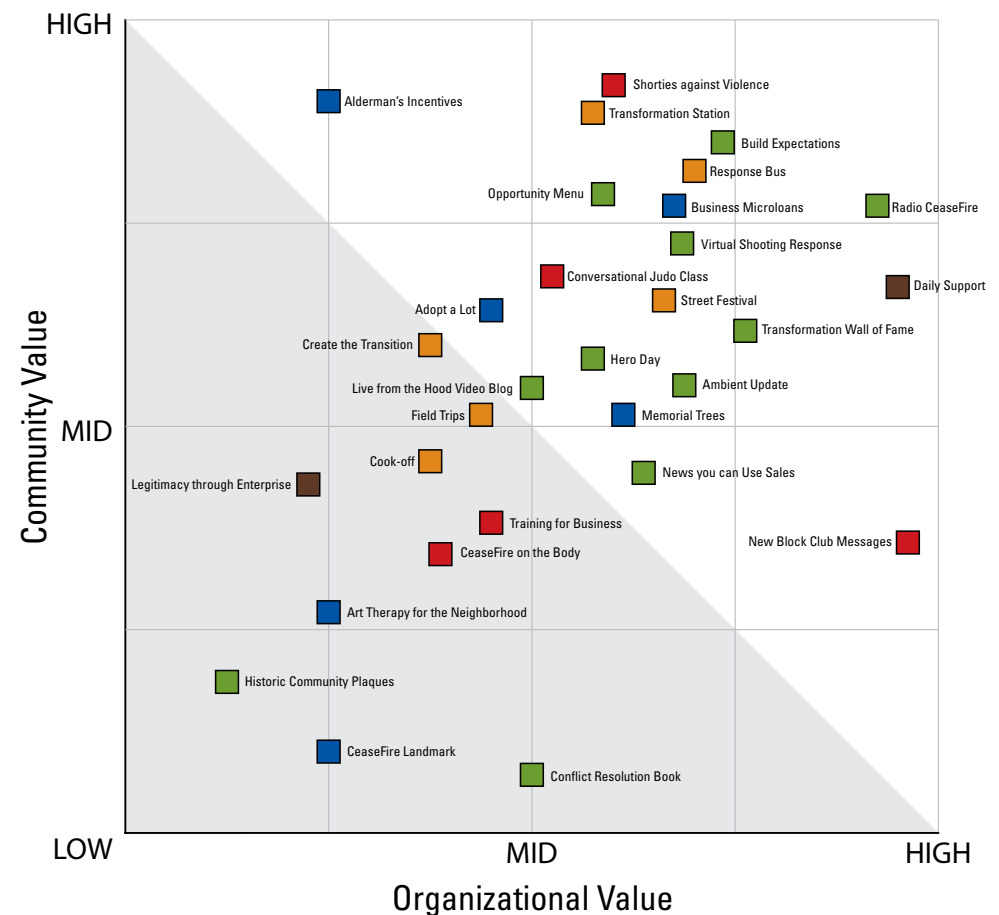
Heal the Space

Mobile Branch

Good News

Universal Training

Financial



Olive Branch

A community involvement campaign containing four systems:

Good News Engine

Foster and spread good news, identifying positive change and opportunity through interactive media

Mobile Branch

Transmit a flexible and visible outreach presence using outfitted buses

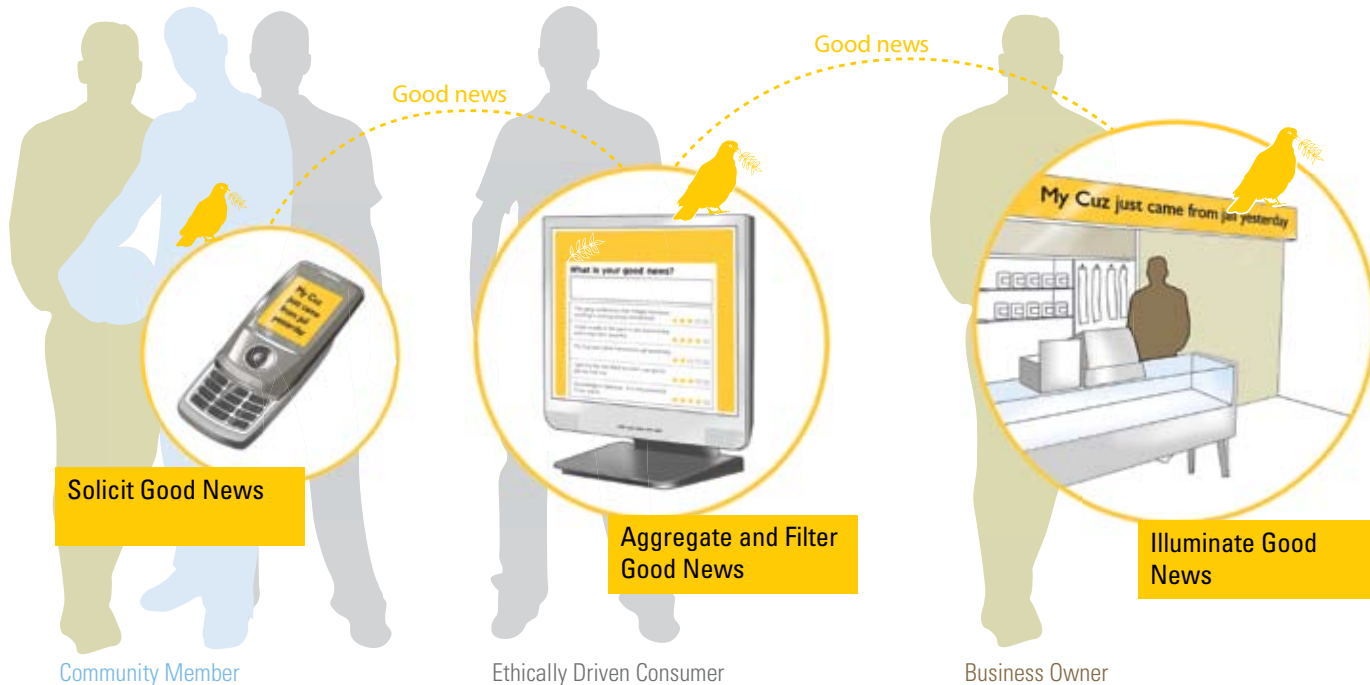
Heal the Space

Reverse physical neglect and support emotional investment by partnering with civic entities for improvement projects

Universal Training

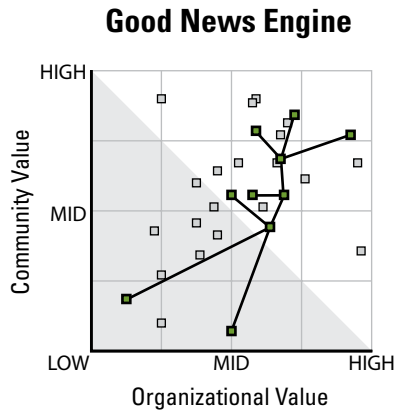
Spread techniques that prevent conflicts from escalating, creating active preventative roles

Good News Engine



Spread good news and foster trust to
raise spirits and support emotional investment

Spread good news through the neighborhood to overwhelm pessimism and rumors.
Involve both businesses and helpful outsiders to spread and identify positive news.
Celebrate positive changes such as transitions to legitimate jobs or educational
perseverance and encourage emotional and economic investment in the community.



Concepts included in Good News Engine:

- Good News Texting
- Online News Editor
- In-store News Ticker
- Community Health Meter
- “News you can Use” Sales
- Radio CeaseFire
- Live from the Hood Video Blog
- Virtual Shooting Response
- Hero Day
- Transformation Wall of Fame
- Opportunity Menu

Ambient Update

Utilize existing ambient technology and common modes of communication to relay and receive information from the community. Enable remote communication through the internet and mobile devices. Link the feed to screen savers, text messaging, storefront LEDs.

Good News Texting

Create a channel for anyone in the neighborhood to text good news to CeaseFire, so the good news can be relayed and amplified.

Why: Creates fun, easy ways for the community to stay connected and informed. Acts virally off existing communication networks and technology.

How to Prototype: Set up a number to receive texts of good news, advertised on a billboard or sign near an office. Receive the news and text back out hand-picked good news stories.

How to Extend: Consider expansion into LED (moving text) signs, screen savers, Twitter (or similar social networking tools), RSS Feed, blogging, automatic updates or feed to personal computers through screen savers, issue clickers at events.

Online News Editor

Build a web site that allows anyone from the neighborhood or outside to read and rate good news stories that are gathered from texting or other sources.

When a story rates well, pass this good news along through the rest of good news engine such as in-store tickers and the radio show.

Why: Spreads good news, including alternatives to the game, to create emotional investment in the community. Helps create active, flexible participation.

How to Prototype: Provide an RSS Feed on the CeaseFire web site of current activities, neighborhood news and individuals’ good news.

How to Extend: Fully develop a web site that allows anyone to help identify good news from CeaseFire’s many sources, then spread that good news.

In-store News Ticker

Show a news crawl on an LED ticker placed in neighborhood businesses. Display good news stories and neighborhood opportunities.

Why: Spreads good news, creating active participation and showing investment in the community by businesses to diffuse mistrust.

How to Prototype: Enlist the help of computer science course at IIT or some other tech savvy programmers. Create code so texts received by a number are projected or displayed on a sign at the CeaseFire office or another community landmark.

How to Extend: See the concepts “News You Can Use Sales” and “Community Health Meter” for extensions of this direction. Consider extending

through a “talking” billboard—position a projector at a neighborhood wall to project texts or simple games, inviting passersby to text and play.

Community Health Meter

Develop a visualization of the levels of community health, portraying trends such as education status and decreases in violence. A visual way to show these trends would help show progress and get support.

Why: Make positive change visible and work against cynicism. Metrics of community health also help extend CeaseFire’s strength in measured results and support future concepts such as “News You Can Use Sales.”

How to Prototype: Work with a university class or a graphic designer to prototype a static visualization of community health.

How to Extend: Develop dynamic visualizations for site-specific CeaseFire web sites, so neighbors can see a visual track of the changes and compare to each other.

Partner with local businesses or an internet media agency to develop the code.

“News you can Use” Sales

Connect good community news to everyday activities: Local or favorite businesses (include online) offer sales and incentives based upon neighborhood achievements on positive goals—lowering the crime rate or improving high school attendance. Connect businesses with targeted audiences, i.e. connecting male youth high school attendance with sporting good store promotions.

Why: Spread News of positive events with speed and staying power by combining it with actionable advice.

How to Prototype: Start small by identifying a store with an upcoming sale. Ask them to “use” the good news as the motivation for the sale. For example, connect a Spring sales to two months of no shootings.

How to Extend: Connect “news you can use” with the Community health meter (electronic LED) enabling businesses to get free advertising for their businesses when they connect a sale to good news. Ask businesses to house an LED in their window for the express purpose of neighborhood good news.

In addition to local businesses, consider partnering with high schools and other institutional sources of good news.

CeaseFire Media

Spread positive community messages through a variety of media, extending CeaseFire’s voice to interactive platforms such as radio stations, video blogs or community television.

Radio CeaseFire

Send good news across the airways, using local radio to communicate positive news. Encourage listeners to call and text the station, creating a participatory medium for sharing good news that connects the community.

Why: Spreads good news and encourages active participation in the community by advertising events and taking callers.

How to Prototype: Provide short weekly press releases to local radio and TV stations. Keep segments in small increments—1, 5 or 15 minutes.

How to Extend: Hire a “voice” that connects to the high risk and low risk within the neighborhoods. Treat it as a media program with regular updates. Build the length of programs as access to airtime and interest increases.

Consider partnering with existing radio stations, voice talent, NPR (neighborhood borough), Internet Radio, iTunes Channel; local high schools, or Public Access TV.

Live from the Hood Video Blog

Deliver daily or weekly news from the neighborhood through video segments posted online. Include people transitioning from illegal activities, people who just got jobs, new local businesses, and the voice of block clubs.

Why: Provides a voice to the community by destroying myths and raising the spirit.

How to Prototype: Have an outreach worker record a short segment using a webcam from out on the street, talking about recent events in the neighborhood. Upload to YouTube and test the waters.

How to Extend: Consider partnering with or emulating the success of Joost.com, Hulu.com and YouTube.

Virtual Shooting Response

Stream live broadcasts of shooting responses on the web to supporters in other areas. Meanwhile, display the number of online participants at the response to show concern and support from outside the neighborhood.

Why: Shows stable, empathic commitment to the higher risk, while showing concern from outside the neighborhood to dispel mistrust and cynicism.

How to Prototype: Stream speeches from shooting responses to other CeaseFire offices, making it possible for online spectators to comment audibly.

Additional Good News

These additional concepts spread good news by increasing neighborhood pride and highlighting personal transformation.

Hero Day

Celebrate successful decisions and commitments with speeches and presentations by successful community residents or city heroes.

Why: Builds personal aspirations and shows alternatives to violence while increasing emotional investment in the neighborhood to reduce neglect. May also increase trust for businesses.

How to Prototype: Organize a one day event at the local library, block club or high school. Have local celebrities such as a the owner from a local favorite restaurant, long-time residents, or successful neighbors speak about their lives, successes and challenges.

How to Extend: Organize an inspirational series for moving people to speak to youth, block clubs, business associations or “turnaround” adults to build value and challenge basic assumptions. Inspiration can come from the neighborhood, the city or from outside. Their purpose is to define and expand opportunities that have been closed off or separated from the local community to inspire and celebrate.

Consider partnering with high schools, libraries, block clubs, businesses, and other social service organizations.

Transformation Wall of Fame

Document and publish personal transitions through photo essays that hang in CeaseFire offices or through personal pages on the CeaseFire site. Publish these stories online, in print or on the radio.

Why: Show alternatives to the game, celebrating transitions to legitimacy.

How to Prototype: Starting with outreach workers, post their stories and photos to a “Wall of Fame” in CeaseFire sites/offices.

How to Extend: Revamp the CeaseFire web site to create a platform for sharing stories/thoughts/experiences. Allow the creation of user profiles for people associated with CeaseFire, along with the ability to update and write reactions to stories. This dynamically generated database can then be used to invite networking with other organizations that can help these communities. Be aware of the potential risks to non-employees whose stories are used.

Examples: *NY Times New York Voices*: personal documentary style stories of one’s life with black and white pictures of the person and the things and people that are important to them.

Opportunity Menu

Identify talent, skills and support within the local neighborhood. A menu that lists all the jobs/needs that are available today with how much they would pay and one could pick the opportunity that best fits one’s skills

and interests. Be sure to include youths to allow them the chance to be an expert (electronics, mathematics, video, blogs, internet).

Why: Support economic alternatives to drug dealing, increase investment in the neighborhood and strengthen community.

How to Prototype: Work with 2-5 block clubs to create a list of skills and needs such as construction, plumbing, cleaning, cooking, baby sitting, etc. With the help of the block clubs create a starter list of pricing for these services or needs. Help connect those people with needs to those with the skills. These can be further circulated among the neighbors and social organizations that help find employment, mentorship or education.

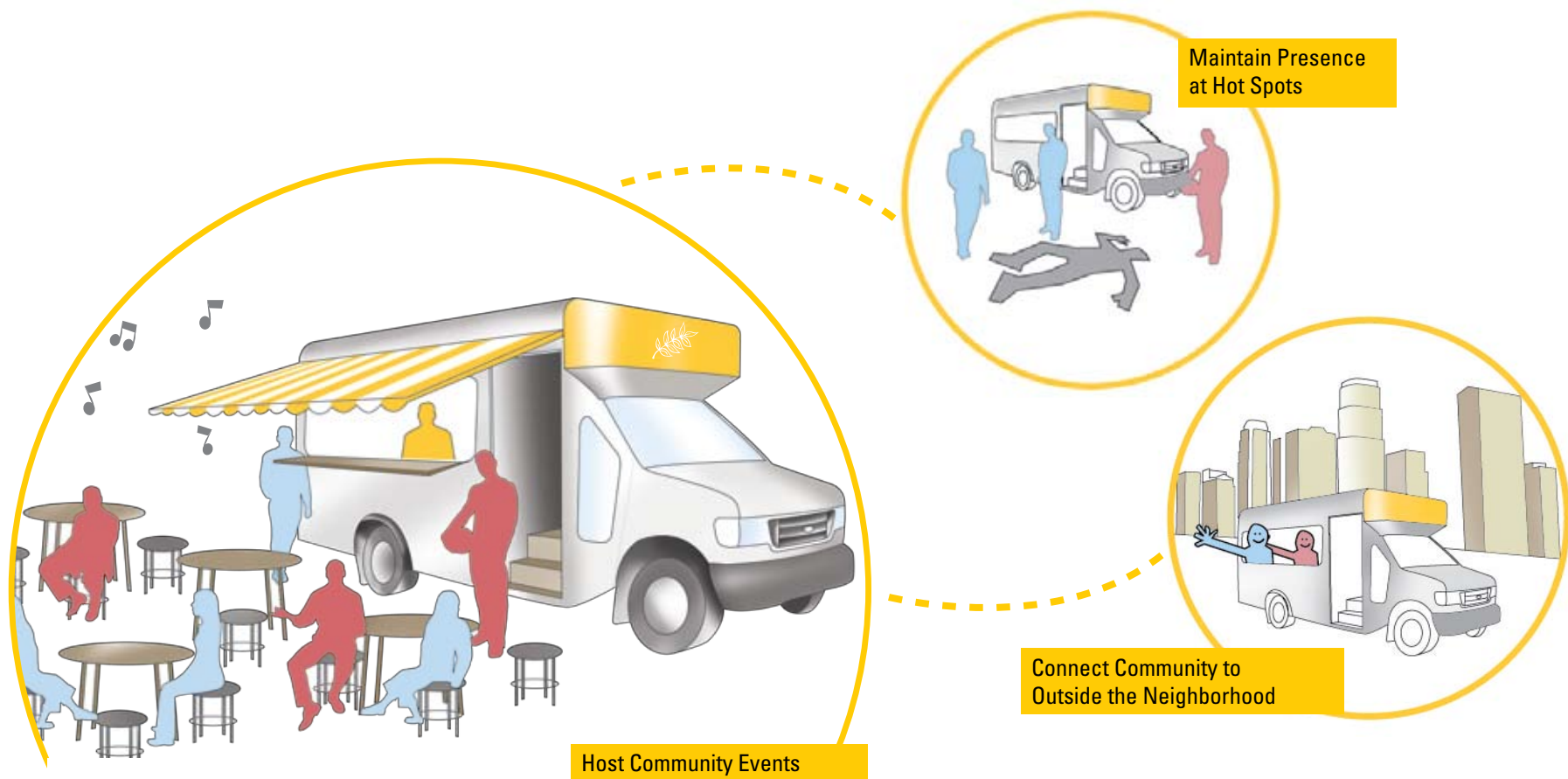
How to Extend: Partnering with a robust web developer, utilize a database of skills connected to Google maps or similar to highlight specific locations/hot spots of skills. Enable searches, skill bartering, ranking. Create a membership service that provides security and ways to post or bid for jobs/needs. Allow people to sign up to this service. Enable people to limit it to their block, neighborhood or city. Identify when things are finished.

Consider the work of Yelp, CitySearch, chamber of commerce, block clubs, local organizations

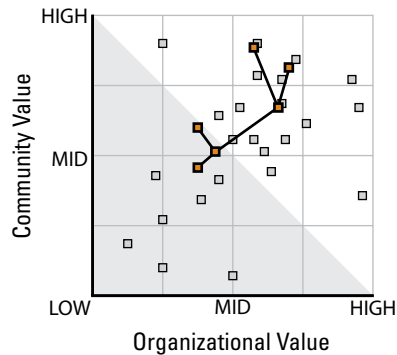
Mobile Branch

Create visible, flexible events
that bridge the gap between high and low risk

Keep CeaseFire on the street with a mobile outpost, focusing a roving presence at crime hotspots and natural meeting places. Bring enjoyable events back to the hood by creating ad hoc social spaces outdoors, making participation visible and allowing CeaseFire to respond flexibly to social change and unexpected weather.



Mobile Branch



Concepts included in Mobile Branch:

- Response Bus
- Neighborhood Cook-off
- Street Party
- Street Festival
- Prison Visits for Family Members
- Aspiration Generating Field Trips

Street Corner Presence

By allowing outreach workers to maintain a visible presence at hotspots and bring safe events to the streets of the neighborhood, the outfitted bus of Mobile Branch adapts and transforms the spaces of the neighborhood.

Response Bus

Support marches and shooting responses with an outfitted bus that makes events more resilient to weather and allows a loud, branded presence at the site of conflict.

Why: Expand the zone of concern for the low risk and encourages their involvement. It also creates trust for CeaseFire in the mind of the high risk and low risk.

How to Prototype: Procure a van and hoist a CeaseFire flag with a new message that resonates with the low and high risk. Set up a card table with a loudspeaker and a portable heater or fan, testing the changes in a response afforded by a mobile space.

How to Extend: Create a social space using the mobile platform, interact with people of the community and disseminate news about the neighborhood. Community could learn about stories of ex-offenders and meet local inspiring person of the week. CeaseFire could also guide people to resources.

Neighborhood Cook-off

Host a community cook-off where people of the community show off their cooking skills and share their best recipe with others in the neighborhood. The community votes for their favorite recipes and the cooks are awarded for their talent. Cyclical cook-offs showcase the skills and taste in the community, creating a body of knowledge that can be accumulated into a CeaseFire cookbook of recipes from the community.

Why: Enable neighbors to get outside and enjoy each other's company, meet new friends and discuss local events in a safe environment. It helps dispel the fear to communicate and defines a role for the community members to get involved in improving the emotional environment of the neighborhood.

How to Prototype: Set up chairs and tables in an empty lot in the neighborhood and invite people for community dining. Encourage people to engage in conversations and share their interests. Introduce the idea of a community potluck or a cook-off for active community participation.

How to Extend: Create a social space on the street by opening up the mobile platform and organizing chairs and tables outside. The CeaseFire branded mobile will imply a safe environment for the community to socialize or simply hang out. Share the news about the cook-off on the CeaseFire web site, the radio and in-store ticker tapes to encourage community to participate. Acknowledge the talent of the people through rewards and incentives to get involved with CeaseFire activities.

Street Party

Host regular street parties on residential streets where neighbors could come for leisure. Encourage people to come play street bingo or exhibit their music or dance talents. Hold casual events where people of the neighborhood come and share their interests, have conversations over coffee or hang out to watch movies. Outdoor social spaces created by the response bus bring events to the corners of the neighborhood and make activity visible.

Why: Create some leisure activity in the hood that improves community spirits and fosters communication among community members to interact in a safe environment.

How to Prototype: Build upon the talents of outreach workers to gauge the interests of the neighborhood and publicize the first event broadly and clearly. Set up some tables with chairs and engage people with games, food and music on the street or park. Get people to play, hang out and mingle with one another.

How to Extend: Create a social space using the CeaseFire outfitted van on busy streets or hot spots couple of times a week and encourage people of the community to participate in a street party. The party could have various themes such as a games night, music and dance or movie night depending on the interest of the community. Distribute CeaseFire branded products and information about classes for training in conflict mediation.

Street Festival

Organize a street festival to encourage and deliberately illuminate positive developments for an audience of both community members and those from outside the neighborhood. Celebrate the local heritage and cultural idiosyncrasies, the efforts of the high risk to go legit and long standing businesses in the neighborhood.

Why: Detoxify the emotional environment of the neighborhood to raise spirits and move towards community aspirations. Celebrates high risk efforts to go legit and encourages involvement by creating safe, visible things to do in the hood.

How to Prototype: Publicize the festival around the neighborhood. Set up a table with the high risk designed products that are on sale. Communicate the process of going legit by the high risk open to embracing opportunities and alternative to the game. Set up tables and chairs and bring food from a long standing restaurant in the neighborhood to the people on the street. Encourage high and low risk to interact with one another with human courtesy.

Consider partnering with local restaurants, using the CeaseFire brand and the response bus to communicate neighborhood character at citywide events such as Taste of Chicago. Build a community presence at other similar city level events by supporting partners using the bus.

How to Extend: Create awareness about the festival on the 10 minute editor web site and lead the no-risk to street festival in the neighborhood. Publicize to the people in the neighborhood through in-store

tickers and CeaseFire Radio about the festival and its purpose. Partner with park district for space and local businesses for their active participation. Create a festive environment in a park, set up a booth with the high risk designed products, activities like food and games for the community that are offered by the local businesses.

Consider emulating the success of the NYC Pickle festival or San Gennero festival (www.nyfoodmuseum.org/_phome.htm and www.sangennaro.org).

Citywide Connections

By supporting trips outside the community including trips to prison for relatives and aspirational field trips for youth, the CeaseFire response bus will help connect the neighborhood to the city as a whole and support family cohesion to change social norms by connecting participants to those with less tolerance for violence.

Prison Visits for Family Members

Organize visits to the prison to connect the families of the high risk and people of the community to the high risk in prison.

Why: Enable the mid and low risk to talk to the high risk with human courtesy and start a conversation that encourages the high risk to change through empathy and illuminations of alternatives.

How to Prototype: Organize any form of transport and inform the community about the visit to the prison. Try this as a monthly event.

How to Extend: Use the response bus that is branded with CeaseFire's new message and organize frequent visits to the prison. Facilitate the conversations between the low risk and high risk to develop mutual confidence and find a metric to measure the impact of these interactions.

Aspiration Generating Field Trips

Expose youth to experiences outside of the neighborhood to broaden their experiences and open up the world to them. Exposure to people and cultures outside of the neighborhood provides the kids with a sense of self, pride and power over their future.

Why: Lead the way to resources that create long-term goals for youth. Fosters trust for CeaseFire by showing its commitment and stable presence to support youth with their goals.

How to Prototype: Organize a field trip led by outreach workers and take the youth to small businesses where they could find jobs, workshops to do hands on work or training institutes where youth could learn new skills.

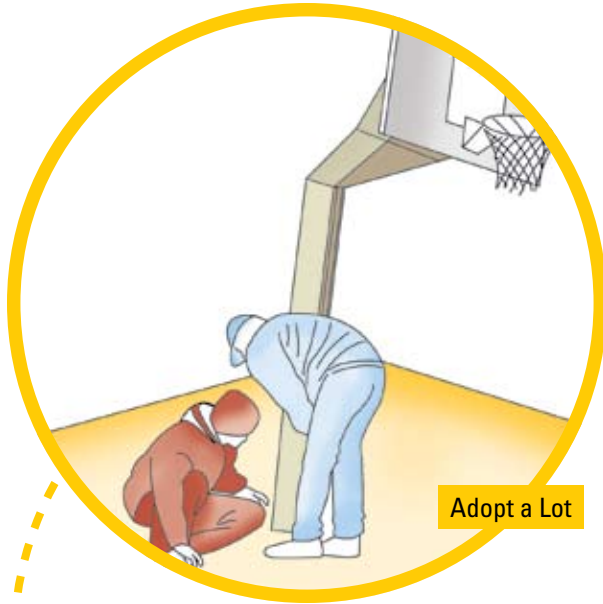
How to Extend: Use the mobile platform to expose kids to experiences outside of the community. Create partnerships with neighborhood schools that encourage youth to participate in field trips organized by CeaseFire. Partner with social organizations that provide information about small businesses and training institute that are willing to host visits and provide the kids with the required exposure.

Examples: Consider partnering with or emulating the field trip and tutoring classes of David Eggers' 826 Valencia (www.826valencia.org, www.826chi.org).

Heal the Space

Create lasting roles for emotional investment that reverse neglect

Repair the physical and emotional landscape of the community with programs that reverse community neglect and produce lasting roles to get neighbors invested in their environment.



Adopt a Lot

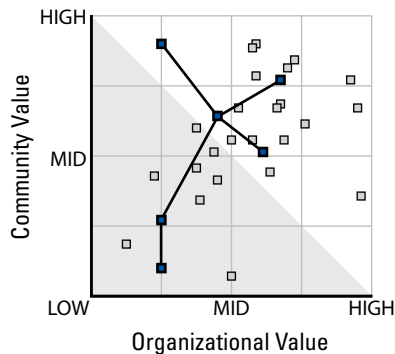


Alderman's Incentives



Commemorate Peace by Planting Trees

Heal the Space



Concepts included in Heal the Space:

- Adopt a Lot
- Alderman's Incentives
- Memorial Trees
- Historic Community Plaques and Tours
- Business Fostering Microloans
- Transformation Station
- Olive Branch Landmark
- Art Therapy for the Neighborhood

Adopt a Lot

Rehabilitate abandoned spaces such as abandoned lots to remove the taint of neglect and return it to practical use. Much like an "adopt a highway" program participants, people of the community adopt an abandoned space for a year, improving and renovating it.

Why: Creates lasting roles that reverse neglect and create emotional investment in the community.

How to Prototype: Try guerrilla gardening. Gather one night to clean up an empty lot and plant a small flower garden, leaving behind something beautiful that surprises and excites the neighborhood.

How to Extend: Create a relationship with the alderman and parks district for the neighborhood, getting permission to improve the spaces of abandoned lots and underfunded parks. With this support, improve the space through activities such as building a playground: kids and parents of the community come together to create sculptures, seating, landscape and build the 'safe outdoor space' for kids to play in and community to come together for social recreational activities.

Alderman's Incentives

Partner with the neighborhood alderman, offering a reward to the neighborhood such as a new basketball court if certain conditions are met. When the community works together to achieve the goal, such as a month without shootings, the alderman rewards the neighborhood.

Why: Creates trust between the city and the neighbors, while creating roles in the community that aim to reduce neglect and allow bootstrapping activities and resources that build a safe and healthy community.

How to Prototype: First gain leadership contacts within the Chicago Park District. Arrange a simple incentive such as a refurbished park space dependent upon a drop in criminal activity at the park.

Example: The community desperately needs a safe park for children to play. A local lot is identified and the city offers to pay for the lot and upkeep if the community can raise the money for the equipment, or if the community can keep the lot clean for a certain number of weeks.

Memorial Trees

To celebrate the decrease of deaths in neighborhoods plant a tree for every life saved—utilizing homicide data for the existing area from the date that CeaseFire entered the neighborhood. Alternately, commemorate tragedy by planting trees.

Why: Produce lasting roles that combat neglect and support emotional investment in the community, changing the rules of the game surrounding responses to violence.

How to Prototype: Dedicate the planting of several trees in a community park or vacant lot to either lives lost or to successful interventions. To create awareness, add a plaque or sign to the space to inform passersby.

How to Extend: Increase the variety of locations to parks, blighted lots main streets, business areas and residences. Create a regular planting event to chart progress and to speak out.

Consider partnering with nurseries, Walmart or Home Depot, block clubs, or local businesses to gain access to supplies and spaces to plant.

Historic Community Plaques & Tours

Reward and celebrate long-standing businesses and residents with plaques for historic buildings and businesses to support and document heritage.

Why: Reverse neglect by fostering a sense of community history and dispel the negative emotional environment. Create pride and a sense of community identity.

How to Prototype: Partner with a local high school history, writing or photography class to create a documentation project that focuses creative energy toward the good parts of the community. For example, create a video project to film and interview local residents or a photo documentary to find unique voices of the community. Publish the results in store front windows, online and on the air. Similar examples have included StoryCorps (<http://www.storycorps.org/>)—where individual's stories are published over the radio, online and archived by the Library of Congress.

Consider partnering with high schools, after school programs, churches, photo studios, 826 Chicago, or

museums. Emulate the powerful stories of the *New York Times* segment New York Voices.

How to Extend: Create a system to recognize the historic or established businesses in a community, possibly extending into residents who have lived in a neighborhood for decades. Create a registry and deliver plaques or certificates.

Business Fostering Microloans

Spur community development through government and bank partnerships. Create and offer microloans to spur development in the neighborhood.

Why: Create lasting roles with investment in the community and foster trust between the community and business owners.

How to Develop: Partner with banks to create micro loans for small businesses; partner with the city to spur the development of the community through city treasury bills, or with the better Business Borough to teach entrepreneurial techniques and business knowledge to locals. Consider working together with existing microloan programs.

Transformation Station

At the library, show mid-risk youth alternatives and opportunities that would help them create long term goals. Connect them to other organizations that will lead them to education or employment.

Why: Refute the hype of the drug dealer lifestyle and creates lasting roles for individuals that create alternatives to the game.

How to Prototype: Set up a table at the library or school with resource material such as information about social organizations that provide employment and offer free snacks.

Olive Branch Landmark

Make increasing involvement visible, using changing landmarks to signal neighborhood CeaseFire involvement. Physically brand neighborhood icons to signal community change.

Take over bus or train stops, neighborhood statues or parks and parking spots. Utilize the CeaseFire name, a dynamic color and unique brand to “colonize” the neighborhood. Give visual presence to the message. Identify not only the neighborhood but also CeaseFire offices, hot spots and law enforcement areas.

Art Therapy for the Neighborhood

Organize therapeutic self expression at block clubs or libraries to encourage discussion about the illness of the neighborhood, using quilting, painting and therapy dolls to start a conversation. Consider partnering with established art therapy schools or practitioners.

Universal Training

Involve businesses and create roles to change the victory condition of conflict

Build on the strength of CeaseFire's training programs, broadening their influence to include business owners, block club members, and the high risk. These training programs create lasting roles for involvement, make active support of CeaseFire more visible and combat the myths of low and high risk groups that perpetuate violence and non-involvement.



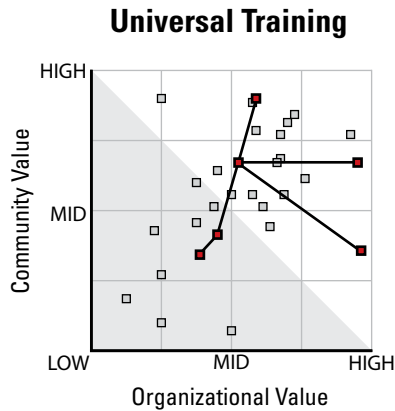
Teach Interrupting to Businesses



Spread Positive Block Club Messages



Teach Conflict Resolution to Mid-risk



Concepts included in Universal Training:

- Conversational Judo Class
- Training for Businesses
- CeaseFire on the Body
- Shorties Against Violence
- New Block Club Messages
- Conflict Resolution Book
- Crime Doesn't Pay SMS Game

Conversational Judo Class

In fun informal classes, train people to deflect direct conflicts using humor and verbal tact. These classes also indirectly reframe escalatory violent responses as failures.

Why: Prevent social drama from escalating to physical violence and change the rules of the game.

How to prototype: During current trainings, begin to record current techniques to deflect conflict. In the early stages, consider partnering with Second City or another improvisational comedy group to develop an entertaining curriculum surrounding conversational judo techniques.

How to Extend: Develop Conversational Judo videos, creating buzz around the techniques on YouTube or other internet video sites.

Training For Businesses

Train workers at clubs, barber shops and liquor stores, teaching them to recognize signs of escalating conflict and use proven techniques to prevent violence.

Why: Get businesses invested in the community and change the rules of the game that lead from drama to violence.

How to Prototype: Invite a small number of business owners or workers to an existing training, getting feedback afterwards on which techniques apply best to their situation. Enlist the help of experienced bartenders or bouncers to examine existing conflict prevention techniques.

How to Extend: Develop an educational booklet for business partners. Prepare a booklet to explain the CeaseFire process to business partners, even suggesting ways for them to prevent violence from taking place in their business. Include a resource function for local organizations. Create class offerings specifically tailored to the needs of business owners and those who work in areas where conflicts begin.

Branded Service: CeaseFire on the Body

Partner with nail salons and barbershops, etc. to offer personal expressions of support for CeaseFire through branded manicures or detailed CeaseFire fade cuts.

Why: Makes support visible in the community and drives participation while allowing businesses to show investment.

How to Prototype: Send CeaseFire field staff to the nail salon to get a custom CeaseFire manicure. Test the response of the community.

How to Extend: Build upon contacts from training at businesses to offer branded services at their locations.

Shorties Against Violence

Women assert they think nonviolence is sexy; addressing the notion that being manly and attracting women requires violence (or that having guys fight over you is proof of sexiness).

Why: Change the rules of the game so that drama no longer escalates to violence and create a lasting role for women to become involved.

How to Prototype: Create a T-shirt with a hip antiviolence message for shorties. Hand them out to mid-risk women with a journal to record their experiences while wearing the shirt. Retrieve the journals to understand more.

How to Extend: Develop the concept using partnership with nail and hair salons, creating posters and a membership system for the club.

New Block Club Messages

Guide changes in the messages of block clubs so they become positive beacons in the neighborhood. Change the language of blame held by block clubs and support cohesive plans spanning the neighborhood.

Why: Get the low risk involved, dispelling the myths that prevent coherent action.

How to Prototype: Hold a meeting with several block clubs, eliciting the topics they find important and developing a coherent plan of how CeaseFire would address these issues. Attempt to remove blame and generational warfare from the discussion.

How to Extend: Create a training program for block clubs, explaining how to attain common goals without divisive conflict. Consider broadcasting these new plans through other media as well.

Conflict Resolution Book

Enable widespread recognition and respect for CeaseFire's messages by writing a book that draws from the experiences of interrupters or outreach workers to develop strategies for conflict resolution that could help even soccer moms in suburbia.

Why: Dispel the myths that perpetuate violent behavior and prevent escalation. Extend the knowledge of CeaseFire's approach outside dangerous communities to create trust and concern.

How to Prototype: Work with interrupters and outreach workers to write a short article on conflict resolution for a magazine or periodical.

How to Extend: Working with a ghostwriter and one or two eloquent outreach workers, write a full book on conflict resolution using examples drawn from actual cases.

Crime Doesn't Pay SMS Game

Flip the context of violent video gaming through a free SMS game on mobile phones that shows how drug dealing cannot successfully provide for needs and wants.

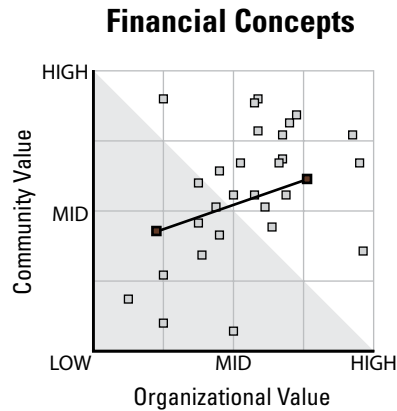
Why: Refute the hype about the dealing lifestyle to show how the rules of the game are broken.

How to Prototype: Working with outreach workers, develop a list of hassles and indignities for dealers. Expand upon existing arguments about the horrors of jail and dangers of the street.

How to Extend: Partner with an independent game developer to develop the actual game, providing them with the storylines developed during ideation with outreach workers and interrupters.

Examples: Newsgaming.com's "September 12th" voiced criticism of US foreign policy through a game's mechanics.

Financial Concepts



These additional concepts enable people to support CeaseFire through their every day activities, including shopping and personal communication.

Legitimacy through Enterprise

Provide opportunities for the high risk to transition to legitimacy by giving them business training and skills to enable smoother transitions.

Why: Create alternatives to the game, supporting and celebrating the industries and businesses of the newly legit.

How to Prototype: Identify businesses that have been started by ex-offenders or have a history of hiring those getting out of the life. Create avenues to celebrate these businesses' support of CeaseFire in exchange for their help positioning clients.

How to Extend: Support the creation of a ex-offender run businesses creating authentic street art clothing or service industries such as landscaping. (http://www.etsy.com/view_listing.php?listing_id=22795581). Allow youth to use their creativity positively and make money from their skills.

Utilize local interest in technology to initiate training programs at local colleges and schools for future careers following Bill Strickland's approach (<http://www.bill-strickland.org/>). Work with the local library to offer classes. Focus on career and entrepreneurial skills.

Celebrate young heroes and enhance self-respect and confidence in one's talents through a community

auction and gallery show to raise money for the kids, scholarships to art programs or for things the kids want in the neighborhood.

Daily Support

Enable people to support CeaseFire through their daily activities and purchases. Allow people to donate and support CeaseFire activities through their shopping whether online, in the neighborhood or on the road.

Why: Create roles for those not directly involved in violence and connect the community to larger sources of support.

How to Prototype: Utilize internet commerce web tools from large commerce sites to funnel donations to CeaseFire and its activities.

How to Extend: Create a support platform with local businesses to enable a percentage of sales for specific items (like Starbucks' Ethos water) to go towards CeaseFire. Platforms could include: CeaseFire tote bag—its use by patrons sends 1% of grocery bill sale to CeaseFire; CeaseFire Donor's Card—a club membership that sends any purchase savings on to CeaseFire not to the member (similar to Bank of America's "Save the Change" platform). Gas station partnerships could even allow donations at gas pump.

Consider partnering with local businesses, gas stations, grocery stores, banks, vendors or internet providers.

7. User Scenarios

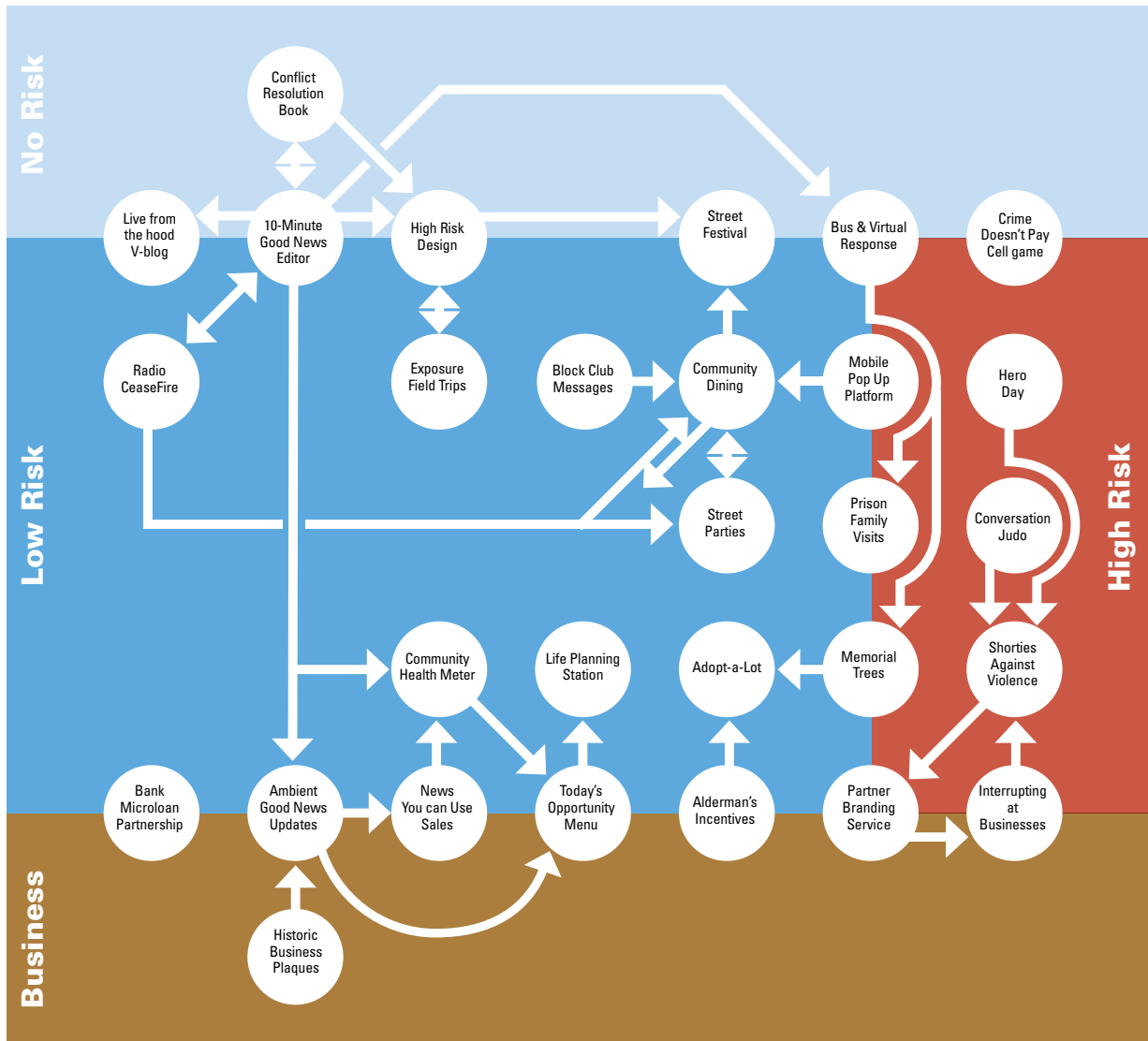
Pathways Between Offerings
Flip the Context
Getting Involved
Believing in the Community
Samaritan Editor
Swords to Plowshares
Showing Investment

Introduction

This section charts the paths that users might take through the events and experiences offered by the Olive Branch system. Though Olive Branch's four systems—Good News Engine, Mobile Branch, Universal Training, Heal the Space—are each nearly functionally independent of one another, the audiences and members of the future program do not just interact with one of the four subsystems. Instead, they are often introduced to Olive Branch through one of the systems, become involved in another and mature into a different system altogether. User scenarios chart many examples of this path through introduction, involvement, and maturation.



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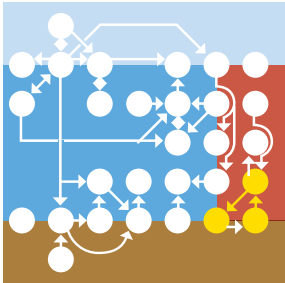
Pathways Between Offerings

Though the four subsystems of Olive Branch function with their own paths and goals, any person encountering Olive Branch is likely to interact with a small portion of each of the four systems rather than just one of the systems.

The diagram to the right shows many of the events that they might encounter, with arrows between them to show how someone encountering one event might be drawn to further involvement in another event. For instance, a businessman who became involved with the Historic Business Plaque program in the lower left could progress to deeper involvement by becoming involved in the Ambient Good News Updates.

The four background colors represent four types of users: the low risk, high risk, business partners and the no risk living outside the community. As you can see, many ideas involve multiple groups, bringing their goals together in community events.

The following pages detail six possible user pathways through the Olive Branch offerings.



Flip the Context

Monique is young and has a steady office job, but she still faces drama from being involved with her shady boyfriend. Her involvement with Olive Branch progresses from listening to a CeaseFire business partner who keeps drama from escalating to a lasting role where she becomes a visible participant in changing the rules of the game.



Interrupting at Businesses

When Monique is getting her hair done, she discusses the most recent flare up with her man. Her stylist has been trained by CeaseFire's program to identify signs of escalating drama and can suggest ways to diffuse the situation, so she knows just what to say.



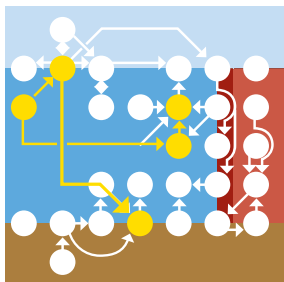
Shorties Against Violence

After her stylist's advice on diffusing a dramatic situation proves so helpful, Monique sees a poster at the salon and decides to join a group of women proclaiming that violent machismo does not float their boats.



Conversational Judo

As part of Shorties Against Violence, Monique starts taking Conversational Judo classes that help her deflect and overcome drama without resorting to violent escalation.



Getting Involved

Gladys is retired, living alone in a small house in the neighborhood. She talks to her neighbors and shows up to the block club, but is unconnected to the rest of the community. She values her knowledge about neighborhood happenings but is a little cynical about the state of the community.



Radio CeaseFire

Listening to the radio at home, Gladys finds the CeaseFire radio hour on her favorite AM station. The show introduces her to several positive changes happening in her neighborhood she didn't know about and keeps her up to date with community events.



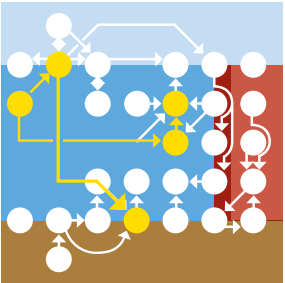
Community Cook-off

While listening to the station, Gladys hears of an upcoming cook-off event. She's got a mean bean casserole, so she ventures out to the closed street event. After accepting her blue ribbon, she scoops some casserole for one of the teens that showed up. Maybe what these kids really need is some soul food.



Street Party

Since the cook-off was so entertaining, Gladys decides to go to the upcoming street party on her block. She shows up for bingo and ends up sitting next to a thuggish young man. Over the course of bingo, she tells him a story about her younger days that leaves him surprised that an old lady would talk to him on the level.



Believing in the Community

Fredron owns his own home, working downtown for the city. He has relatives who live nearby, and their presence keeps him a little invested in the community. Otherwise he keeps his house nice and doesn't worry about the street too much.



Radio CeaseFire

Fredron discovers the CeaseFire Radio hour, a show on the local AM station that delivers community news. He's surprised to hear that positive things are happening in his hood.



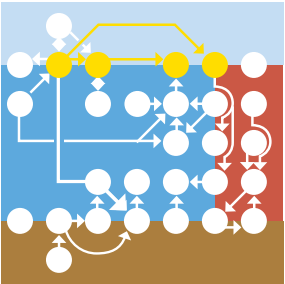
Texting Good News

After hearing some news stories that'd been sent in by the community aired on the radio, Fredron texts in to the station. He's glad to hear when the radio station airs his good news about a cousin's graduation.



Opportunity Menu

Some of the good news he hears on the radio is opportunities for work, and when his seasonal job ends for the summer he decides to take on a renovation project presented on the opportunity menu.



Samaritan Editor

Charles lives in Mount Pleasant and does tech support for a corporation. He spends his free time on the net, connecting to the world outside his suburb. When he finds ways to help other people using his free time, he's glad to help especially if he can show that commitment to his friends.



Online Good News Editor

When Charles follows a link from his favorite blog to the online editor, he's excited to read several good news stories. Unbeknownst to him, his reading is also helping identify good news, whether it's a ground-breaking for new business or a son's return home from prison.



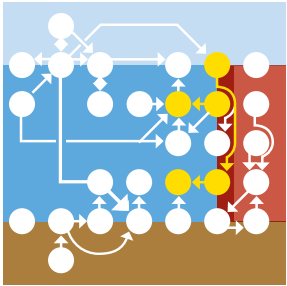
Legitimacy Through Enterprise

One news story he edits showcases the T-shirt company of former gang members; he visits their web site and decides to purchase one of their designs. When complimented on it, he tells a story about his pro bono editor work that helped discover the designer.



Street Festival

While checking up on the news editor, Charles sees that the shirt company that he likes is going to be at an upcoming street festival. He drives to the festival, excited to meet the designers of his shirt and see the neighborhood that he helped revitalize.



Swords to Plowshares

Joaquin has just lost a friend to violence; his mourning for his friend develops into a renewed concern for the neighborhood through community events that aim to reverse neglect and create more positive roles. He also becomes active in the flexible events that meet him on the streets.



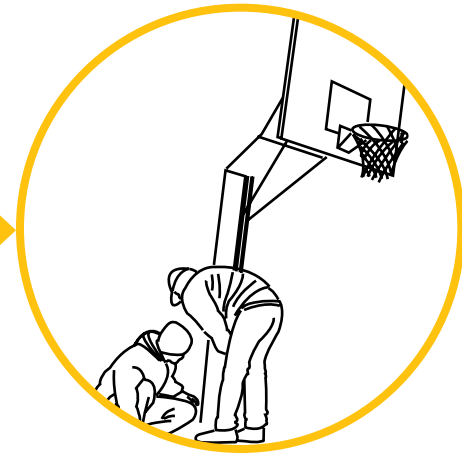
Response Bus

Coping with the loss of his friend to violence, Joaquin hears of a meet up at the spot of the shooting and is determined to show up. When he arrives, he's one of several speakers to tell a story, and he's heartened by the people who've shown their support for ending street violence.



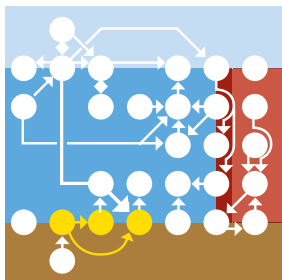
Commemorating Trees

After the speeches, the organizer approaches him to invite him to a commemorative tree planting later in the week. He meets at the CeaseFire response bus and helps break ground for the tree planting, saying a few words.



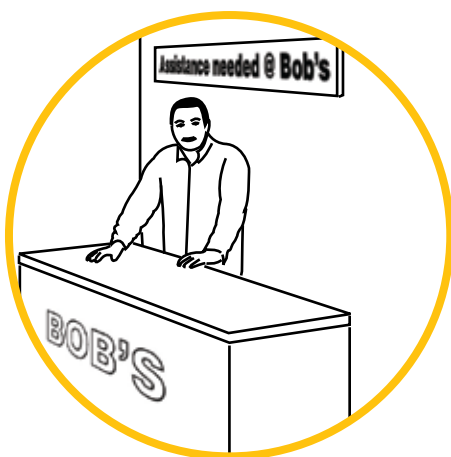
Adopt a Lot

When he hears that the park space near the tree will be getting a new basketball court, Joaquin decides to join the work team. Improving the space makes him feel connected to his departed friend and feel like he's making a positive change in the neighborhood.



Showing Investment

Robert owns a small dollar store in the neighborhood, but he leaves at night after he closes down. Starting with involvement in the Good New Engine, he begins to show his investment in the neighborhood to demonstrate that he believes in the community and gives back to it.



Good News Ticker

When CeaseFire approaches Robert offering to set up a news ticker behind the counter for free, he is skeptical at first. However, after a few weeks it's clear that he sign connects his store with positive events in the neighborhood and livens the place up.



News You Can Use Sales

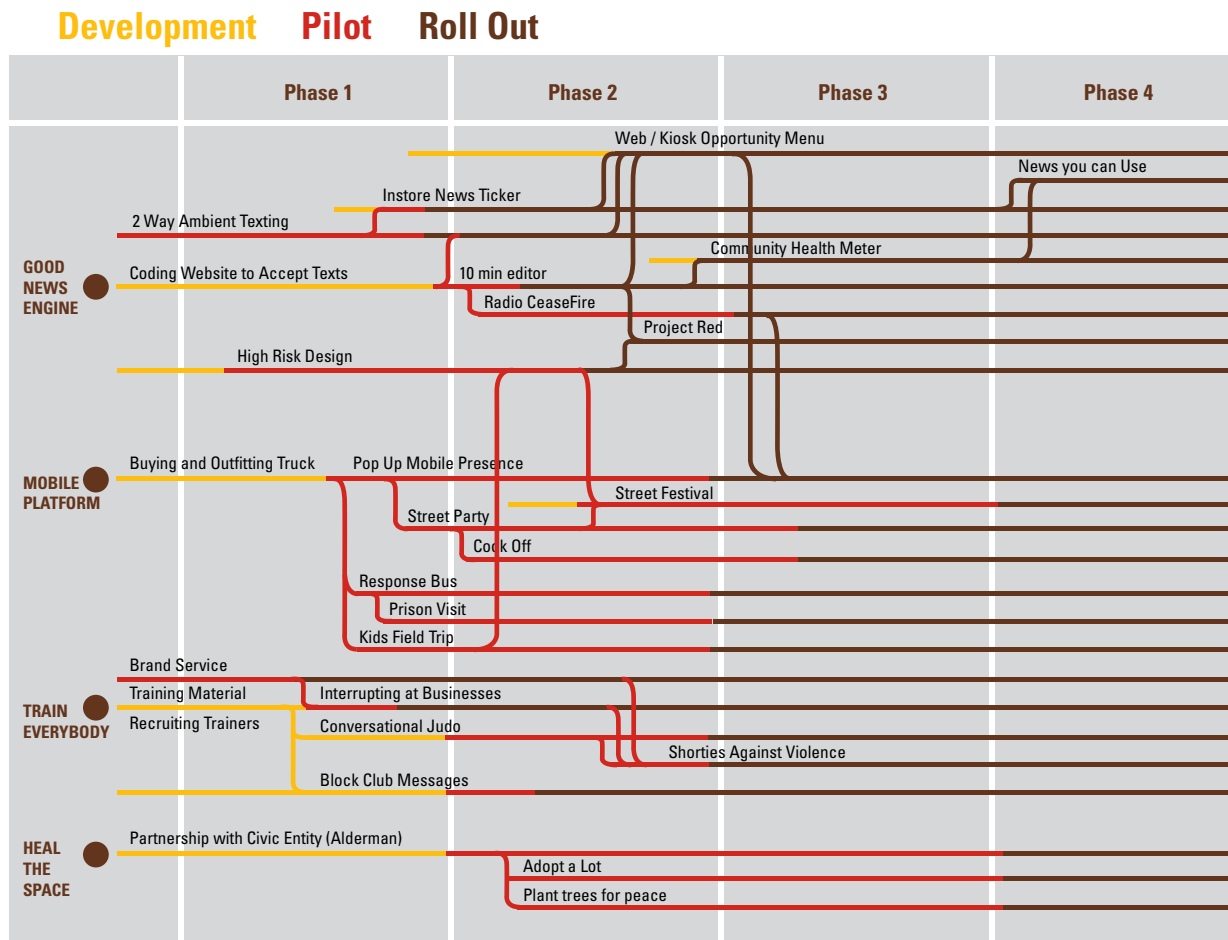
After being involved for a few months, CeaseFire asks to tie Robert's upcoming sale to some positive news. In return for the named connection, CeaseFire will advertise the sale on good new tickers across the community. Bob sees it as a win-win and has a very successful sale.



Opportunity Menu

When the holiday rush approaches, Robert remembers the mobilizing power of the good news network in the community. He places a notice on the Opportunity Menu for seasonal help and chooses a qualified applicant to help in the busy months.

8. Implementing Concepts



System Roadmap

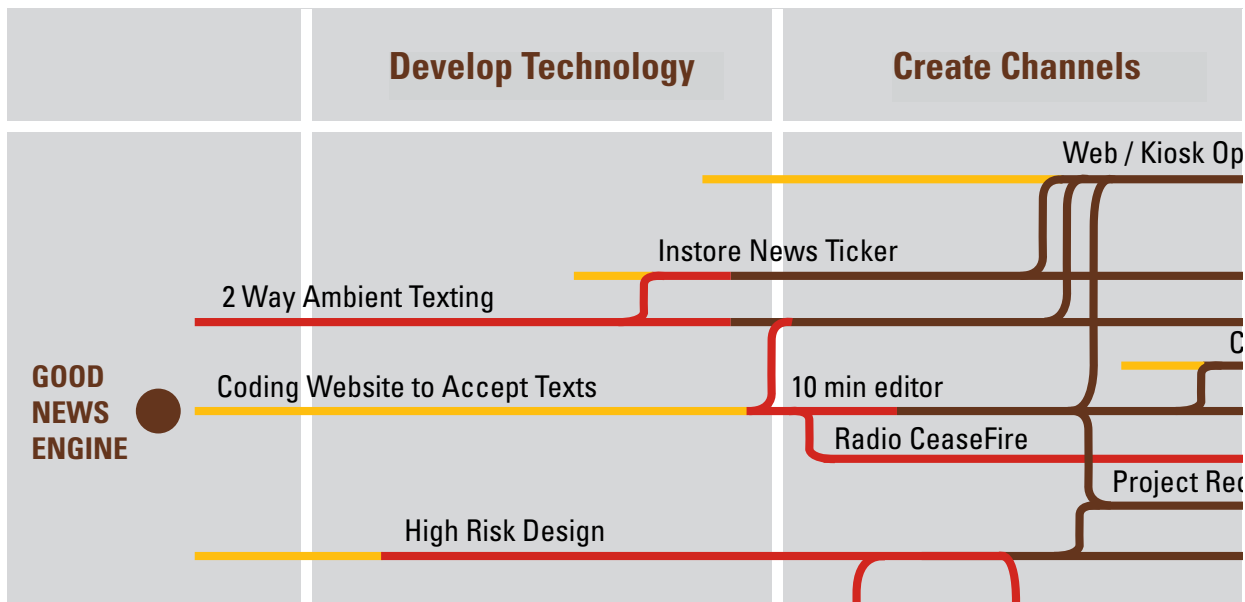
This roadmap will help CeaseFire create an implementation plan by plotting the sequence in which the parts of Olive Branch as a system make one another possible. The diagram illustrates three phases of implementation, including:

Development Phase: For each system, highlights the new capabilities or services CeaseFire has to develop in order to get the system started.

Piloting Phase: Shows how all four systems require different timeframes for testing the ideas at a pilot site. The pilot site is a case study for CeaseFire to make observations and capture learnings that will help refine the ideas before they scale up to all their sites.

Roll Out Phase: Shows when each concept can be implemented across all sites. The systems are scalable and flexible to be molded to the local context of each site.

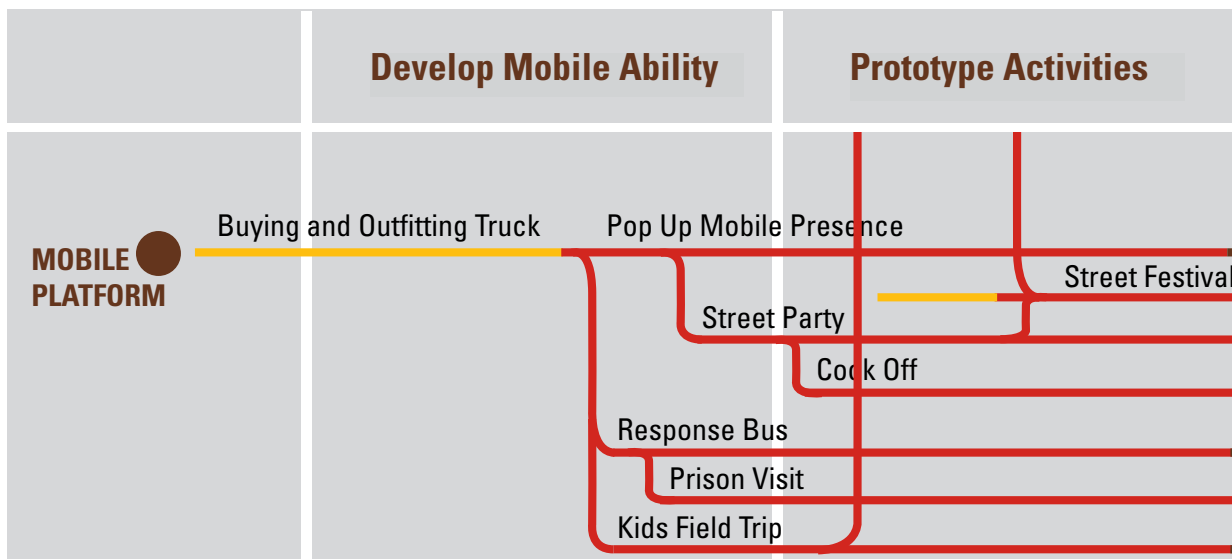
The nature of the diagram is like a tree, where concepts branch out from the main systems in a progressive manner over time. Though the phases do not refer to particular lengths of time, they do represent the length of time and effort needed to establish these capabilities.



Developing Good News Engine

The first phase of the good news engine is to collaborate with technology partners to create a web site that accepts text messages from mobile phones and sends them back to the mobile phones and to the in-store ticker.

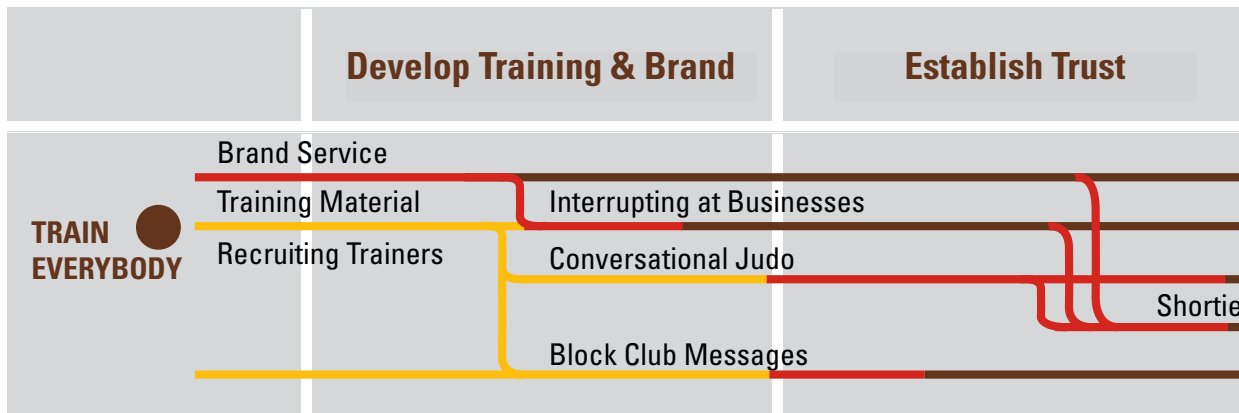
CeaseFire needs to reach out to partners such as the local businesses and radio stations to circulate good news in the neighborhood. Once the web site is developed, the 10 minute editor feature has to be rolled out to spread CeaseFire presence nationally and generate active participation from everyone.



Developing Mobile Branch

CeaseFire has to first purchase buses and collaborate with a design team to outfit them with new branding and messages for the community. Dedicated field staff will need to procure the appropriate type of drivers license.

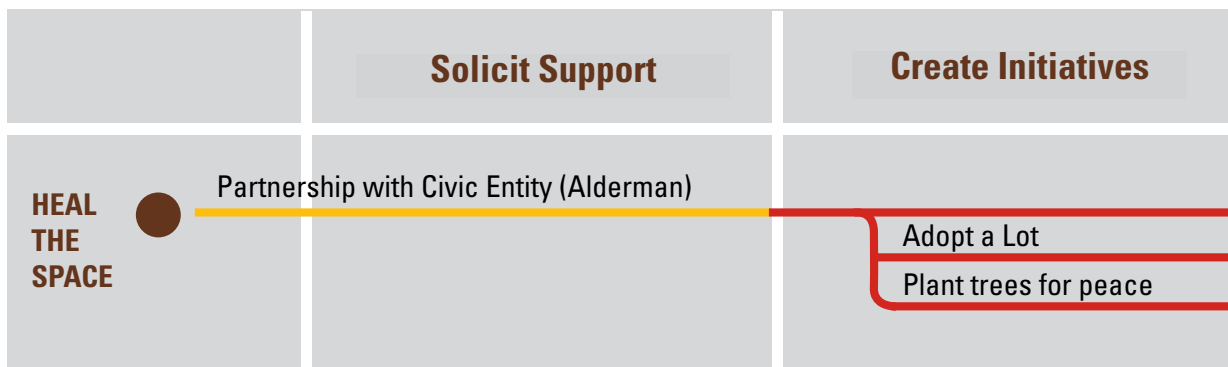
Once the mobile response bus is out on the streets, CeaseFire has to enhance its presence and engage the community by organizing activities such as a street party that could lead to a cook-off or a shooting response that could lead to driving people to the prison to meet their family.



Developing Universal Training

Building on their current training material, CeaseFire has to create training program for the low and mid risk. They will need to recruit trainers to reach out to mid and low risk. At this point, CeaseFire has collaborate with designers in order to create a strong brand message that resonates with the low risk.

Once the training begins, CeaseFire has to be stable, consistent and supportive to the mid and high risk in order to establish and maintain trust with them. CeaseFire should extend the service by creating new block club messages that enhance trust amongst all community members.



Developing Heal the Space

CeaseFire must appeal to civic entities to solicit funding in order to obtain space and incentives that will drive the community to improve their environment and make change visible.

CeaseFire has to create initiatives for the community with the acquired resources to encourage active participation. CeaseFire could get the community to adopt an empty lot and develop it into a safe outdoor space. This lot could also become a space to plant trees commemorating peace.

9. Conclusion

Innovation Opportunity Spaces

A rigorous design planning process over the course of four months culminated in the creation of the Olive Branch platform for the CeaseFire Community Campaign for Violence Prevention. Olive Branch is comprised of four concept subsystems:

The Good News Engine: Fosters and spreads good news, changing the community's emotional environment.

Universal Training: Extends CeaseFire's reach to a broad range of community stakeholders by sharing techniques that enable them to play an active role in preventing conflicts from escalating.

Mobile Branch: Creates a visible presence and flexible place for social interaction between community members.

Heal the Space: Works to reverse physical neglect of the neighborhood, supporting emotional investment through partnership with civic entities. Combined these systems build bridges between low and high risk community members to create healthy, safe neighborhoods.

Comprehensive training & technical assistance packages (2007)		Creation of the Violence Interrupter worker type (2004)		CeaseFire training presentations, manuals, & video scenarios	Good News Engine	Assessment & program planning consulting			
State of Illinois Member Initiative Funding (2004, 2005, 2009)		Alderman's Incentives	CeaseFire program & participant documentation framework	Program monitoring & evaluation metrics & documentation	Mobile Branch	Chicago Project for Violence Prevention Training & Technical Assistance Team	Program Management Training	Outreach Worker Training	Violence Interrupter Training
		Chicago Police Department data sharing (2000)				CeaseFire Violence Interruption Team	Hospital Response Training	Universal Training	Shorties Against Violence
								Mobile Branch	Heal the Space
								Good News Engine	Good News Engine
									Tailored interactions
FINANCE		PROCESS		OFFERING			DELIVERY		
Business Model	Network	Enabling Process	Core Process	Product Features	Product System	Service	Channel	Brand	Customer Experience

When combined, these subsystems build bridges between low and high risk community members to create healthy, safe neighborhoods.

Mapped against the Chicago Project for Violence Prevention's existing capabilities using the Ten Types of Innovations, it is clear that Olive Branch subsystems, when implemented in part or in whole, will serve to compliment and expand the Chicago Project's capabilities.

Olive Branch allows the Chicago Project to completely engage the delivery mode of innovation with new offerings across channel, brand and customer experience. Mobile Branch and Good News Engine will create stronger channels for low and high risk individuals to connect with one another and to connect with CeaseFire; interactions that will serve to strengthen the social fabric of the community and CeaseFire's message. The CeaseFire brand will be carried through a new set of experiences via the Good News Engine

and through new offerings nested within Olive Branch's subsystems, like Shorties Against Violence. Heal the Space will integrate the experiences of low risk and high risk residents by creating dedicated spaces that symbolize the individual and community-level changes taking place as former violence hot spots cool as shootings and killings come to a halt.

Building on the Chicago Project's existing expertise providing training for conflict mediation and risk reduction, Universal Training will expand these capabilities to a broader audience that will include business owners, block club members and other interested residents. Other offerings, like Alderman's Incentives, will allow resources to be bootstrapped so gains made in public safety or personal growth will benefit the community at large.

Next Steps

Olive Branch represents a potential range of solutions for the Chicago Project to implement as a part of CeaseFire's Community Campaign for Violence Prevention. To determine which of the concept systems are worthy of investment, the project team recommends that Olive Branch be further vetted by Chicago Project program staff and CeaseFire field staff. This could be accomplished quickly through a workshop.

After the concept systems have been further introduced to the organization, the team recommends that selections be prototyped in order to rapidly understand how these interventions will affect CeaseFire

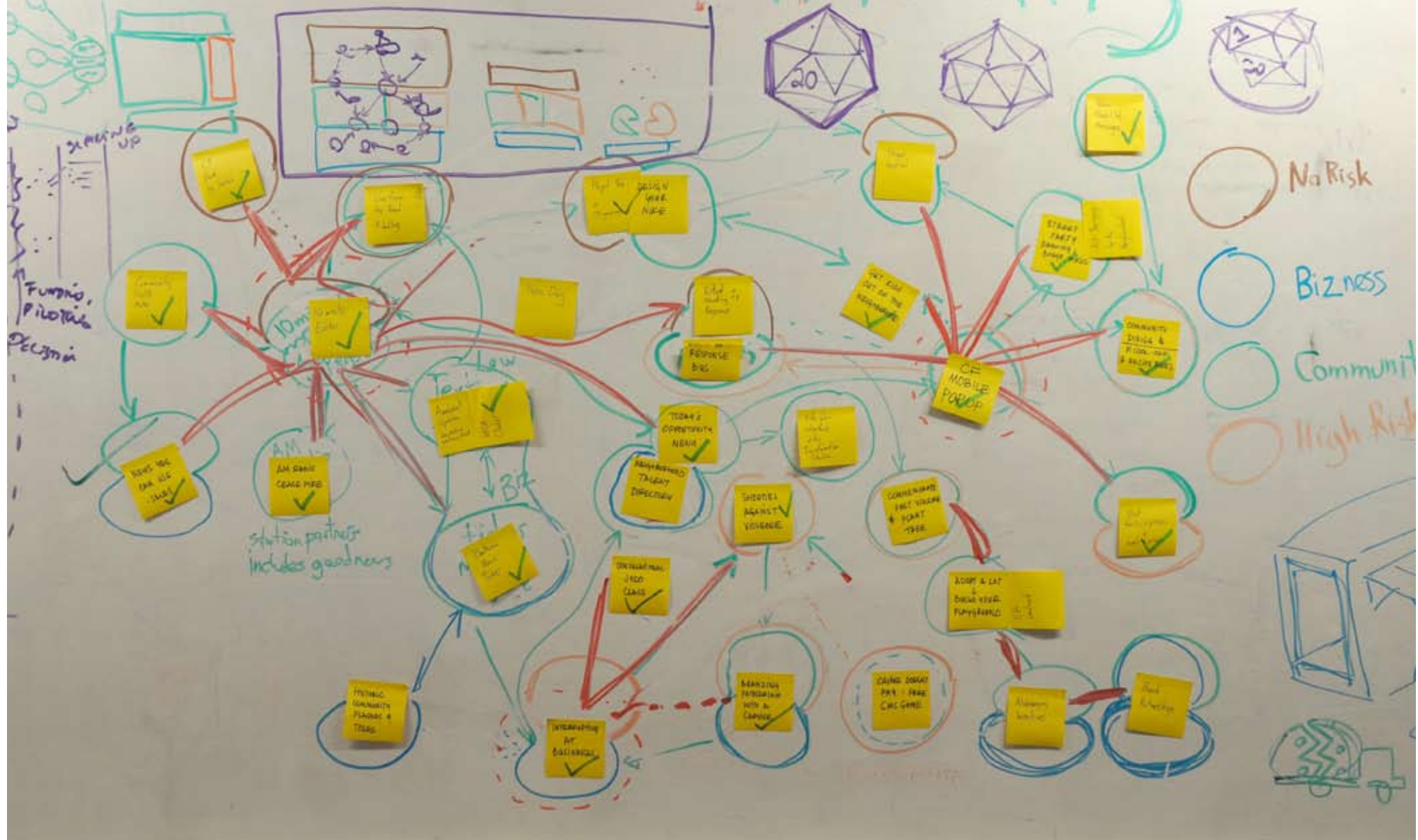
communities. The prototyping process allows an opportunity to further validate concepts and to explore exactly how these concepts will need to be designed to ensure success and future scalability.

While each concept in Section six contains a simple way to explore the idea through a prototype, another option is to arrange for the Institute of Design to build a class around any of the concepts. Students working in teams could prototype and research several versions, presenting more specific directions as a final deliverable. Though exploring the concepts within CeaseFire would benefit from the experience within the organization, further development by students might help inject optimistic exuberance into the prototyping process.

Final Thoughts

Though many affected neighbors and civil servants see violence as a fact rather than a challenge, our team hopes to prevent the spread of violent lifestyles by supporting community health. Building upon CeaseFire's strengths, we developed a system for community involvement aiming to create lasting emotional investment in the community and change social mores surrounding conflict. Though we have worked hard to develop these systems of concepts to address the challenges of neighborhoods crippled by violence, the real work is ahead.

Indices



10. Research Process Appendix

Detailed Expert Interviews
Intercept Interviews
Card Sort Activity
Participant Observation
Interview Subjects

Introduction

Before designing any solutions to the problems facing neighborhoods deluged by violence, our team sought to understand every detail of the current situation. Though the research methods that support our secondary research are present in the diagrams for those sections, this appendix focuses on our methods for understanding the beliefs and motivations of neighbors on the street using primary research techniques.

In order to understand the context of low and high risk individuals, the project team decided to focus on one CeaseFire implementation site known as CeaseFire West. CeaseFire West provides service for two Chicago neighborhoods: West Garfield Park and Humboldt Park.

Using an ecological lens, the team aimed to gain a comprehensive understanding of the relationships between the individual, their neighborhood block, the community at large, and the City of Chicago. The research process was iterative; new learnings resulted in new directions through the course of the design planning process.

Violence is a sensitive topic, therefore the project team developed a number of interview tools that would allow them to capture data in a variety of contexts, and that would make it easy for interview subjects to engage in the dialogue. The team created a standard expert interview guide; an intercept interview guide with an accompanying POEMS (people, objects, environment, messages, and services) worksheet; and card sort games, one game comprised of images, the other of words.

The interview guides and card sort games were vetted and refined alongside Chicago Project community development staff including Jalon Arthur, Candice Kane (by phone), Norman Kerr and Elena Quintana (2/6).

Detailed Expert Interviews

Speaking with low, mid and high risk individuals was essential to gaining an understanding of their perspectives, as well as local cultural phenomena among individuals and institutions. In depth interviews enabled the project team to develop a sense of the explicit and tacit needs that would be relevant to a community campaign for violence prevention.

In-Depth Interview Sampling Strategy

The project team developed a list of potential interview subjects that would assist in gaining a comprehensive understanding of the problem space. Subjects included Chicago Project for Violence Prevention and CeaseFire West staff members as well as a representative sample of different types of community members.

Interview Participants

Anonymous, student, Rowe Clark High School
 Anonymous, police officer, Chicago Police Department
 Marnell Brown, outreach worker, CeaseFire West
 Calvin Buchanan, violence interrupter, Chicago Project
 Kathy Chaney, journalist, Chicago Defender
 Natalie Harrison, chief executive officer, Women of AT&T
 Northern Illinois Advisor
 Katie Huckaby, project director for corporate outreach projects, Boys and Girls Club of Chicago
 Candice Kane, chief operating officer, Chicago Project
 Norman Kerr, director, CeaseFire West
 Ameena Matthews, violence interrupter, Chicago Project
 Beverly Meek, community relations, education, JPMorgan Chase
 Steve Salzman, trauma surgeon, Advocate Christ Medical Center
 Gary Slutkin, founder and executive director, Chicago Project
 Leslie Strauss, teacher, Orr High School
 World, CeaseFire program participant

Limitations

Unfortunately, the project team was unable to conduct in-depth interviews with all types of the community members included in their initial sampling strategy. Most of note, are the exclusion of a local business owner as well as of an individual who works in the neighborhood but does not live there (e.g., postal delivery person, meter reader, etc.).

The team had planned to speak with local business owners and contacted a few to request interviews which were consistently denied. This response may have been due business owners' apprehensiveness to speak with community outsiders who do not come from the same socio-demographic group. On the other hand, this response may to some extent validate the intercept interview data that indicated that community residents believe business owners actively contribute to the violence problem by allowing illegal activity on their premises and/or not reinvesting in the community.

Due to time constraints, the team was not able to identify an amenable participant who worked in the CeaseFire West area but did not live there.

As noted earlier, violence is a sensitive issue and, in some instances, information being shared about how violence affects individuals or the community in which they live, could put the interview subject at risk for harm. Therefore, to ensure the safety of interview subjects, in most instances, the project team did not videotape, audiotape, or photograph interview subjects.

Intercept Interviews

In order to talk with many residents about their community level news, we decided to enlist the assistance of high school students to conduct many simple intercept interviews. Using a worksheet built around the POEMS framework, we examined the people, objects, environments, messages and signals that built the neighborhood's information. This framework is a teachable, could help students in their studies, and helps compare data easily across interviews.

Unfortunately despite significant advance planning only one student arrived instead of the 30 students that were anticipated. Despite this setback, the team interviewed community members at nearby businesses.

Goals

Intercept interviews sought to understand the media and pathways that distribute news and information through the community. What media, locations and messengers could carry CeaseFire's campaign message through the

community most effectively? We also sought to understand how the community implicitly placed news into different groups. What are the categories of sources and contents as understood by people in the neighborhood?

Participants

More than 30 neighbors ranging from mid-20s to 60s spoke to us at the stores and parking lot of the Chicago-Kedzie Plaza. Some had heard of CeaseFire and some had not. Participants were a roughly even mix of male and female, mostly African American with a few Latino participants.

Findings

From the intercept interviews the team began to understand better the paths of news through the community, starting with minor revelations that built to the realization that there was no good news in the community and no pathways that supported it. Most immediately surprising, however, was the intercept where an elderly man explained that the neighborhood drug dealer was one of his best sources for information. The team was also alarmed by stories about the fear of reprisal that kept low risk neighbors from reporting crime or becoming involved in their community. The intercepts also corroborated information about high risk mindsets that we received from outreach workers and one high risk teen who recently left the game.

Questions: How do you learn about what is going on: On your block ? In your neighborhood ? In Chicago ?			Research Group Name: _____	
			Team Member: _____	
P eople	O bjects	E nvironments Contact Again: Y / N	M essages/Media House #	S ervices Phone:
			Contact Name:	Male/Female Age:
Contact Again: Y / N			House #	Phone:
			Contact Name:	Male/Female Age:
Additional Thoughts or Observations				

Card Sort Activity

Since the subject of violence is emotionally charged and the team was concerned that cultural differences would be a barrier during interviews, we designed a deck of image cards to help. Used as interview prompts or to start conversations, these cards supported a series of informal interviews with outreach staff and neighborhood residents.

Card Design

Each card in the deck featured an image of an object or location that could help construct stories about the neighborhood. These images were selected with the help of CeaseFire outreach workers to form a set of symbols that covered the breadth of experience in and out of the neighborhood. The final deck included 59 cards ranging from the kitchen table to Daley plaza and from textbooks to crack rocks.

Sample Questions

Here are five randomly drawn cards. Which pair of them have the most to do with each other? What is their relationship?

Here's the entire deck spread about on the table. Could you place them in groups according to how they influence the neighborhood? According to what they do? What does each group mean?

Choose three cards from the deck and tell a story with them about something that might happen in the neighborhood.

Pick out three cards and hand them to the person to your right. Let them tell a story using the cards you've selected.



Participant Observation

The project team conducted observational research at various sites and events held by CeaseFire Chicago, and community organizations. This research was done to identify latent needs and wants based on observed efforts and activities. In addition to observation of the neighborhood at large and the settings of local businesses, observations included:

Violence Interrupter Weekly Meetings

(1/21, 2/4, 2/11): The entire team spent time observing violence interrupter meetings, hearing the types of conflicts they must face and learning more about the motivations and skills of field staff. These observations helped lead to insights regarding personal transformations and of the cultural rules that perpetuate violent choices.

CeaseFire West Community Barbecue

(2/13): To witness current approaches to community involvement and gain a chance to speak with both field staff and residents in a relaxed environment, the team participated in an evening barbecue held at the CeaseFire West office. This observation sparked conversations that influenced many insights, from the difficulty of gaining respect for legitimacy to the barriers to involvement that low risk neighbors encounter.

Roe Clark High School Community Service

(2/13): To ask our intercept questions to a large number of community members, we planned to elicit the help of high school students performing community service. Unfortunately, only one of our expected thirty students appeared for the project. This taught us an unexpected lesson about the difficulties of securing involvement and attention. Despite this setback, we used our time to conduct the intercept interviews at community businesses which we discussed in the intercept interview section.

Shooting Response

(2/27): Two team members observed and participated in a Shooting Response held by a large group of violence interrupters after a spate of gun violence concentrated on one city block. Marching through the cold streets with the interrupters, the team witnessed challenges that community events face, ranging from unexpected changes in weather to unresponsive community members. This event also gave the team a chance to speak with many field staff outside of the normal office environment and spend time in a different neighborhood than CeaseFire West to get a perspective on the variety of threatened community dynamics.

West Humboldt Park Safety Committee Town Hall Meeting at Orr High School

(2/28): Participating in this organized community meeting showed the team many perspectives on community involvement, from religious stakeholders to ex-offenders facing compulsory involvement. This meeting provided insight into the aspiration of the community and to tools that support and enable involvement.

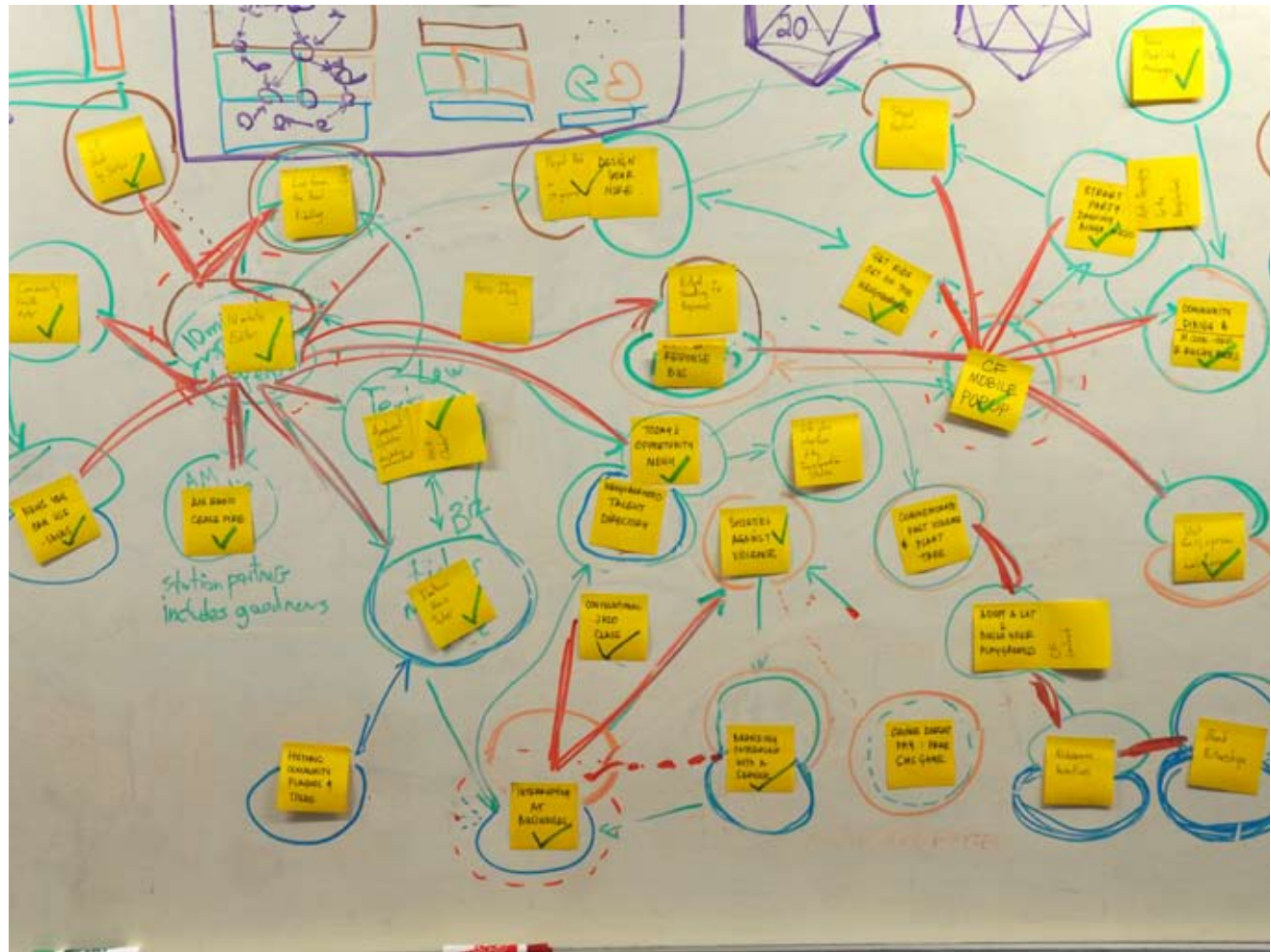
11. Design Process Appendix

Principles Developed from Insights and Quotes
Brainstorming Workshop
Ten Types Concept Mapping
Heads, Hearts and Hands Map
Projective Value Web

Introduction

Analysis of the research and synthesis of the system of solutions formed the next phase of our design planning process. Primary research data were analyzed using the POEMS (people, objects, environments, messages and services) framework and by clustering tagged quotes. Associated observations, interpretations and supporting materials were logged online using Google documents.

This appendix chronicles the generation of actionable principles from the research data and the building of systems of concepts. From brainstorming workshops to the projective use of value webs, this section explores some of the techniques used in generating the concepts that form the four subsystems of Olive Branch.



Principles Developed from Insights and Quotes

Primary research developed an extensive list of insights, which clustered into groups that helped define main campaign goals. In addition to grouping the insights, we also developed an actionable design principle from each insight; these pairs of insights and principles follow with the principles highlighted in blue. Design principles work as criteria, identifying effective solutions without suggesting a particular method. Each group is followed by several of the quotes that led to the insights.

Aspirations

- **If I Could Walk Outside...:** Many community members long for a time when they can be outside without feeling in harm's way.
Increase the availability of safe outdoor spaces.
- **If I Could Talk Without Fear...:** Many community members long for a time when they can talk to whom they want, when they want, without fear of being perceived as a snitch.
- **If Kids Played Outdoors...:** Community residents long for a safe community where all kids can play outside and not be harmed.
Increase the availability of safe outdoor play spaces.

"I pay a mortgage but I can't go outside."

"If I felt safer, I would have the freedom to do what I want to do without any drama."

"I have to wake up early and take my four kids to the park just after sunrise, because that's the only time when it's safe and quiet."

Community Emotional Environment

- **No Good News:** Because the gossip grapevine deals solely in drama and tragedy, it makes people withdraw from community involvement.
Provide pathways for good news to travel and be believed.
- **Neglect:** The lack of community ownership causes neglect of the neighborhood's physical environment.
Support and reward neighbors' efforts to improve the physical environment of the neighborhood.
- **Bad Businessman:** Community members do not believe the business owners will improve the neighborhood.
Provide business owners a stake in the health and safety of the neighborhood. Build community residents' trust in nearby businesses.
- **Community is Broke:** Local residents and businesses spend or invest money they earn outside of the community generating no new local economic development that would increase the availability of employment and local reinvestment.

Generate opportunities for local investment and employment.

- **Sense of Entitlement:** Many community residents believe their problems persist because outside help has not been provided.
- **Corruption Scapegoat:** The people of the neighborhood are convinced that they receive less help due to corruption and racism.
- **Inconsistent Commitment to Solving the Problem:** Highest-risk and low-risk community members doubt the commitment of those proposing solutions because very rarely are promises met.

"It's all about word-of-mouth."

"The business owner knows they use store for a cop-out and doesn't stop it."

"There is no garbage pick up, no Jewels or Dominick's. Mayor Daley is a crook."

"The police look the other way."

"This neighborhood slowed my big goals in life. Nobody gives you a job."

Rules of the Game

- **Crime Pays:** Many people believe crime is a way to escape poverty and fulfill materialistic needs.
Contest the claim that drug dealing effectively meets economic needs.
- **Mental Models of Success:** For many, drug dealers are role models for how to get one's needs met.
Identify new role models for success.
- **Not Long to Live:** Highest-risk individuals believe they have a short life span; hence they adopt a lifestyle that is believed to generate wealth quickly.
Illuminate long-term options available to high risk individuals.
- **Drug Commerce Creates Social Cohesion:** The circulation of money within the high risk community creates cohesion among them; low-risk residents are not connected through commerce.
Utilize existing communication networks to broadcast messages that encourage nonviolence
- **Drama Causes Violence:** Emotionally charged conflicts drive violent behavior.
Prevent social drama from escalating to violence

"I wasn't supposed to live past 18. I'm 22."

"At 16, fear doesn't come easy."

"Every child wants gym shoes... and that want of more begins with Nike."

"Girls equal drama."

"Only celebrities, athletes are celebrated. What about the janitor? The garbage man?"

Coping Under Siege

- **Under Siege:** Low-risk residents seek safety by remaining uninvolved with all aspects of community life, staying in their homes.
Provide neighbors ways to become involved in the life of the community without feeling personally endangered.
- **Circle the Wagons:** People respond to violence by protecting their small social groups, family, and block.
Identify and leverage small social groups that protect themselves.
- **Self-Reliant Solutions:** People develop self-reliant coping mechanisms to rely on should their personal safety become threatened when they are alone.
Support self-reliant coping mechanisms.

"If it does not concern my family, it's got nothing to do with me."

"I don't want to see anything."

"I don't get out of my house at all, unless I really need something. It's not safe."

"On my block we look out for each other."

"If I felt unsafe, I would become friends with local [police] officers."

Barriers to Communication

- **Fear to Report:** The community has a fear of reprisal when reporting crime without anonymity.

Reduce the fear of reprisal associated with reporting criminal activity.

- **Information Sharing = Snitching:** The context surrounding who is sharing information and with whom determines whether or not it's considered snitching.

Redefine snitching so that nonviolent community members feel free to report crime.

"The [gangs] are gonna get you because gang bangers perceive residents as snitches"

"I'm not going to speak up; I've got an 18 year old daughter [to protect.]"

"Fear is the silent killer... We need to step through the fear [and report]."

"You can hear '...this is taking place on the 1600 block of this street...' on the police scanner, so they [gangs] may not have a name but they have a street address. Also gang informants attend CAPS meetings."

"If I felt safer, I would have the freedom to stop the selling of drugs in the neighborhood, curbside selling."

Bridges to Communication

- **Make Resources Visible:** Community residents do not know where to find out about local resources that could help them achieve personal aspirations.

Help community residents locate resources that enable them meet their aspirations.

- **Make Reporting Anonymous:** Communication methods that maintain anonymity of the participant increase reporting.

Allow neighbors to communicate dangerous activity without revealing personal information.

"CPD [Chicago Police Department] is always pulling us [young people on the street] aside. We have nothing to do, so we're walking around to see what's going on, help our elderly, no jobs but we help them. If everyone could get help we'd be a better community."

Barriers to Involvement

- **Lack of Role Definition:** Low-risk people in violent neighborhoods do not know what role they can play to prevent and reduce violence.

Define roles low risk individuals play changing the thinking about violence.

- **Nothing to Do in the Hood:** The community must go outside of the neighborhood to entertain themselves.

Increase fun opportunities for community members to interact with each other in a safe way.

“There’s nothing to do here.”

“I go downtown [for leisure]. It’s more civilized there, not ghetto like here.”

Bridges to Involvement

- **I Act, You Act:** People feel more comfortable participating in community activities if they feel they are not alone.

Illuminate the participation of community members to motivate the involvement of other residents.

- **Get People to Volunteer Their Expertise:** Many lay people and professionals participate because they wish to be recognized or acknowledged for what they know by others.

Leverage and recognize the skills of volunteers.

- **Create Opportunities for Youth to Help Others:** Responsibility and a sense of control assist inner city youth in coping with roadblocks in their lives.

Create positive experiences for youth to provide help to the community and build a sense personal accountability.

- **Create Flexible Event Structure to Facilitate Participation:** Maximum participation in community events may be related to flexible event structure; that is, time and place of the event may need to be sensitive to real-time community dynamics.

Create flexible, dynamic CeaseFire events that enable participation regardless of time, location, weather conditions and violence. Encourage maximum participation by bridging social distance

- **Connect the Blocks:** Strengthening individual block clubs and ties between block clubs could enhance social cohesion among low-risk residents.

Allow opportunities for connectedness and collaboration among block clubs.

- **Befriend the Police:** Many people will trust law enforcement if they have a personal relationship with police officers in their community.

Create one-on-one opportunities for residents to get to know local cops.

“If everybody gives a hand, so will I.”

“I want to teach others what I know.”

“If nobody’s out, like tonight, then we just put the stickers on the fence or on windshields.”

Barriers to Credibility

- **Lack of Positive Mentorship:** Adults are not motivated to provide positive guidance to youth.
Motivate responsible adults to guide youth.
- **Overburdened Educators:** Unrealistic expectations for mentoring and education trickle down to teachers.
Extend mentorship expectations past teachers to other community members.
- **Fear Delays Alternate Solutions:** Fear of looking incompetent prevents school administrators from seeking assistance from non-school entities to help prevent and reduce violence.
Create enabling mechanisms for school staff to report problems without fear of looking incompetent.

“I’m an educator, not a mentor.”

“Administration needs to cover themselves but these babies need some help.”

Bridges to Highest Risk Credibility

- **Empathy not Authority:** Highest-risk individuals are most responsive to efforts that are guided by empathy for the complex web of factors that affect the decisions they make for themselves.
Communicate with empathy.
- **Talk to Bangers:** Low-risk community members could bridge the gap by treating the highest-risk individuals with common courtesy and concern for their well-being.
Provide opportunities for low risk individuals to talk with high risk individuals in a personable way.
- **Provide Alternatives for Dealers:** The game is supported by a network of drug dealers. Providing alternatives to the game may lead to a gradual breakdown of these networks until the last drug dealer is left wondering why he is all alone.
Providing alternatives to the game may lead to a gradual breakdown of these networks until the last drug dealer is left wondering why he is all alone.
- **Get Them When They’re Vulnerable:** High-risk individuals recuperating from trauma are more receptive to personal transformation.
Enhance CeaseFire’s contact with high risk individuals recuperating from trauma.
- **Engage Faith Leaders:** Faith leaders are more trusted confidantes than other institutions.
Reach high risk with people who have the promise of confidentiality and have the respect of the community.

- **Establish Expectations, Foster Accountability:** Youth who take responsibility for their behavior and actions develop a sense of control over one part of their lives.
Enable and acknowledge personal responsibility for youth.
- **Provide Stability:** Consistent interactions with caring, loyal adults help high risk youth stay grounded.
Promote consistent engagement with high risk youth.

“I meet them for lunch and they tell me their life story. Because I listen, they tell me.”

“No one walks down the street and talks to us [gang bangers] like human beings. No one says, ‘Hey shorty, what’s up? Why aren’t you in school?’”

“When I walk down my street in the morning on my way to school all of the shorties on the block don’t believe that I am really going to school because they knew me when I was a drug dealer.”

Barriers to Legitimacy

- **Legal Legitimacy Does Not Bring Respect:**

Disbelief and indifference greet the highest-risk when they become law abiding.

Generate respect for the attempts of high risk individuals to become legally legitimate.

- **Hood at Heart:** Those formerly in the game want to stay connected to street social support they receive from friends and family.

Help formerly high risk individuals to maintain ties to "street" life without returning to risky activities.

- **Crime Legacy:** Criminal ways of life pass down from generation to generation and this cycle is difficult to break.

Reduce the impact of family members' criminal history on the younger generation.

"When I was 15 I had enough money to buy a Lexus... Cops would pull me over and they would be mad because I had the equivalent of their paychecks in my pockets. But nothing that I had was legitimate, my car, my license, my registration, and they would beat me up, give me a hard time, take me to jail. It's all different now. When I get pulled over now I can smile a big smile and say, "Yes officer, here's my license and registration," because I am legitimate and they can't mess with me. It's a great feeling."

"Eventually they would all join us [going legit] until there is just some lone drug dealer who wonders why he's all alone on the corner."

"Sometimes parents [are] MIA, dad in penitentiary, mom killed by gang bangers, [and the kids] aren't interested in doing their own thing."

"Although I'm away from the streets, the street is in my heart, though my mind is on my job."

Brainstorming Workshop

On the 27th of March, in the middle of this project session, we planned a workshop with outside experts to rapidly generate concepts with fresh perspectives. Drawing from the primary and secondary research, this workshop aimed to create tangible concepts and free the team from any tunnel vision that may have set in during research.

Outside Participants

Design Planning students: Amanda McKown, Shilpa Rao, Amy Batchu, Nalliel Santamaria, Preethi Narayanan, Gauri Verma, Marilee Bowles Carey, Nanquian Xu

Institute of Design students: Karen Krantz, Ruth Schmidt

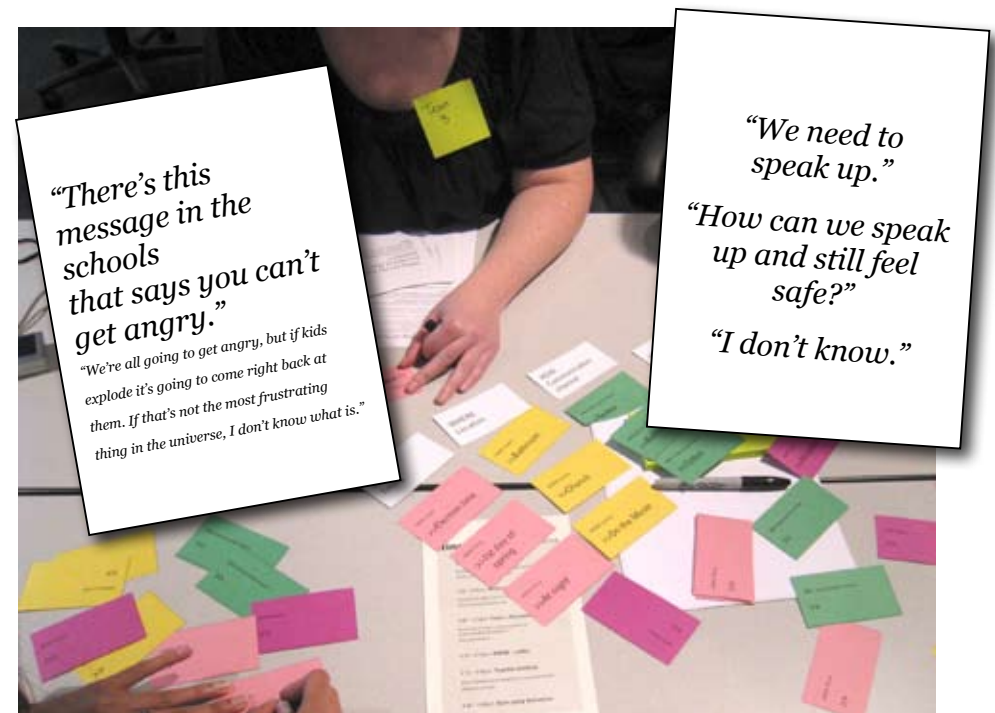
CeaseFire: Jalon Arthur, Reverend Robin Hood

Lincoln Schatz Studio: Nell Taylor

Rhode Island School of Design: Nipun Kumar

Ice Breaking Session

After a short introduction to the challenge, a summary of the results of the primary and secondary research, the team ran an ice breaking session with all participants to warm-up the group and refresh guidelines for good brainstorming. A storytelling game called “Yes and...” reminded participants to listen to and build on each other’s ideas.



Wildcard Exercise

A quick wildcard exercise prompted teams to suggest locations, times, and people related to their opportunity area; these first brainstorms helped warm up the group further and were used to resolve mental blocks later in the session.

Exploration and Discussion

Participants separated into four teams that each tackled one opportunity area for community mobilization. Along with the wildcards, these topic areas helped participants to shape more solid ideas.

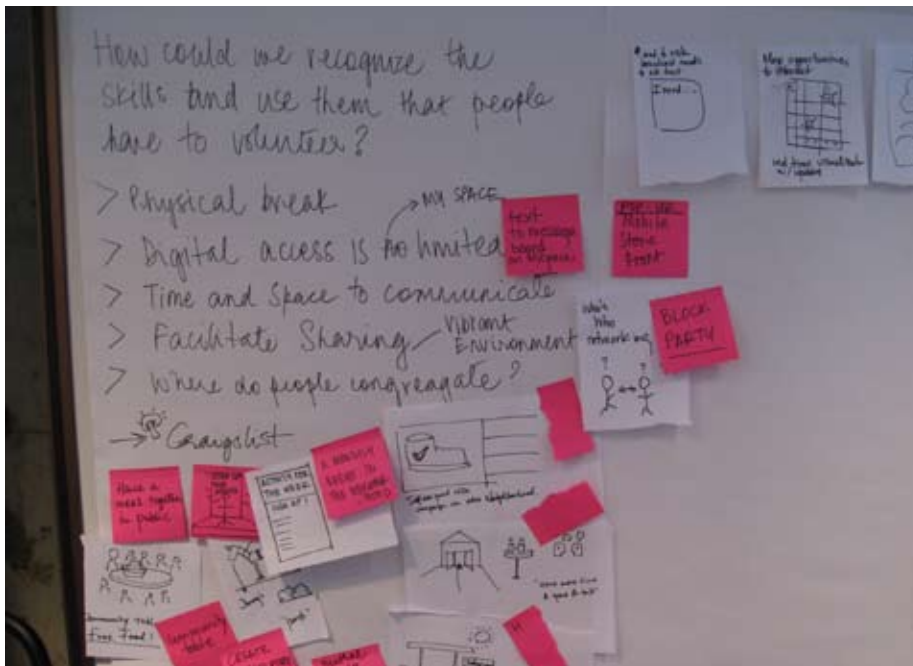
After a short period of brainstorming lead by the team, the groups of participants introduced and shared ideas from their team, including:

- ‘Good News’ team came up with ideas for giving good news legs. For instance they suggested making good news useful using New You Can Use Sales.
- ‘Mentoring Youth’ team generated ideas about changing the choices for community youth, including the idea of aspiration developing field trips.
- ‘Getting out of the Game’ team created tangible concepts like Tap on Talent and Dance Challenge which would help neighbors from all walks of life to join in events.

- 'Motivations for Community' team suggested ideas about events and environments, such as fostering creative industries run by the formerly high risk for LegitimacyThrough Enterprise.

Conclusion

From this workshop, we learned tangible ideas, nurtured by perspectives that were free from the preconceptions we had accrued during research. These fresh ideas helped the team break free from the workings of the current system while still being informed by it. Ideas generated by workshop participants informed and merged with concepts from other generative techniques.



Ten Types Concept Mapping

This table recreates a whiteboard used for developing and comparing concepts. The column headers are derived from Doblin's Ten Types of Innovations™, cataloguing the many possible areas where a new concept could offer value to CeaseFire. The rows represent six main goals of the system.

This concept map was used to test whether concepts tackled each problem with robust variety. Used as a brainstorming tool, it showed gaps in the system being developed and suggested combinations of ideas. Since many concepts often focus on the offering itself rather than the factors that support it or the method of delivering it, this chart was helpful to test groups of concepts for variety. During the development of the system, this chart was also used to link together concepts which supported one another to help form the subsystems.

	Support		Offering		Delivery		
	Partnership	Enabling process	Product perform	Service	Channel	Brand	Customer experience
Change the game		Educational CeaseFire Booklet	Cease Train Reverse the diminishing family tree	Conversation JUDO Class.	Interrupting at business	SMS free game	Shorties against violence
Celebrate going legit			CeaseFire legit day				Legit people should endorse
Enhance communication amongst all	Branding partnership with service	Good news tweets	CeaseFire screen saver	Sharing good news—community stories	Community dining	Response Bus	Pop up store front
Break the siege				Get kids out of the neighborhood	Today's opportunity menu	AM Radio CeaseFire	
Encourage community involvement			CeaseFire book	Band performance on blocks		Street Fest: Celebrate the idiosyncrasy	Interrupted Tree
Improve emotional environment	Historic Community Plaques & Tours			Build your PlayLot	Annual gardening contest	Neighborhood Talent Directory	Design your Nike
		Heal the space					Guerrilla Gardening or Crop Circles
							Community health meter

Heads, Hearts & Hands Map

In order to be successful the CeaseFire Community Campaign for Violence Prevention would need to accomplish two objectives. First, it must engage different types of people—the low risk, high risk, and local business owners. Second, it must allow for different types of engagement—cognitive, emotional, and physical or tactile.

To ensure that concepts that had been generated were achieving these objectives the team used a new framework – Heads, Hearts and Hands. Concepts were categorized using the following criteria:

Heads: Fosters an understanding of the violence problem and illuminate the role one can play in the solution.

Hearts: Appeals to one's emotions and creates empathy for those who are struggling with the violence problem, and/or builds trust between the high and low risk.

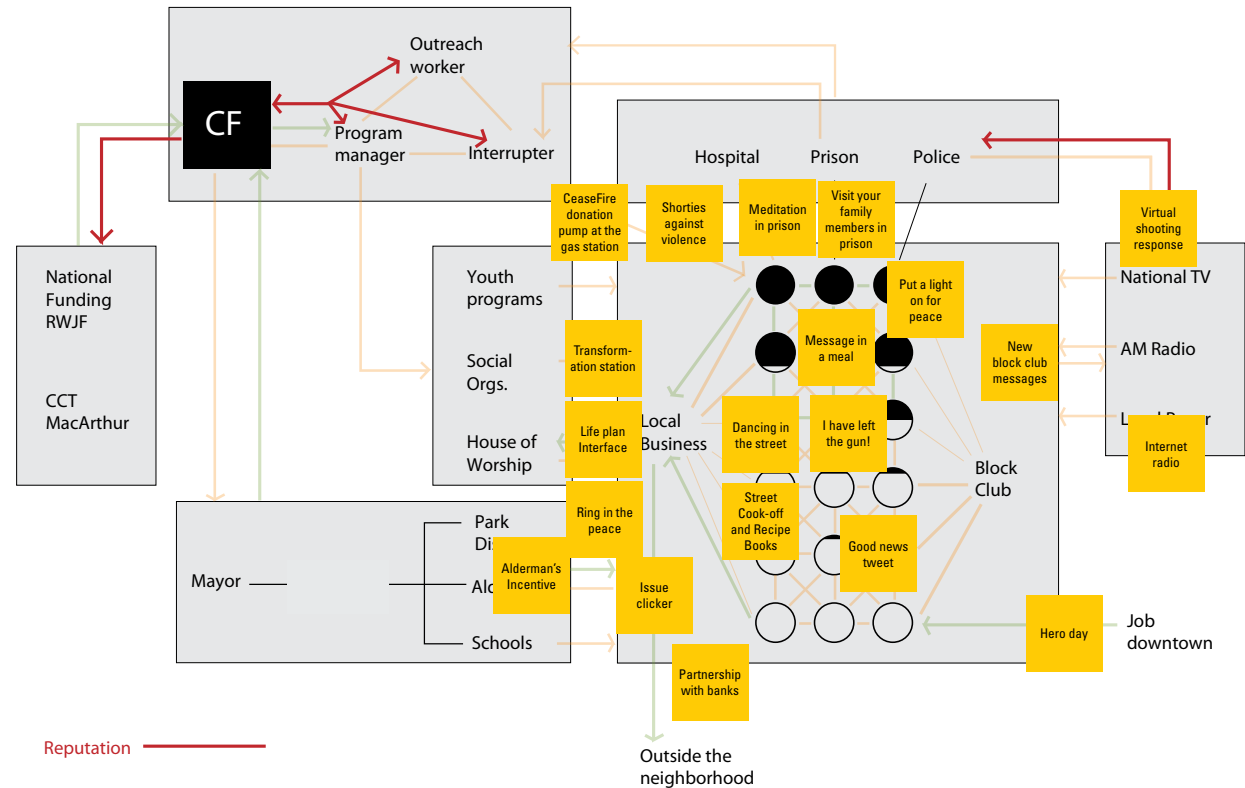
Hands: Provides a tangible way for users to become involved in the solution.

The table to the right recreates the how concepts mapped across categories.

	Heads Realize problems, plan their role	Hearts Connect with emotion, trust, belief, empathy	Hands Get involved in activity
Low Risk	Put a light on for peace Community health meter CeaseFire Training New block club message Talent Directory Community dining		PROJECT RED Get kids out of the 'hood Historic community plaques and tours Street Cook-offs & recipe books Heal the space Design your Nike Branding partnership with service Dancing in the street Interrupted Tree Guerrilla Gardening or Crop Circles
High Risk	Today's opportunity menu Conversation JUDO Class Ring in the peace I have left the gun		Traveling band performing Hero Day Pop up store front Response Bus Street bingo Street events by CeaseFire Build your PlayLot Art Therapy for the 'hood Street Fest: Celebrate Idiosyncrasy
Business Owner	CeaseFire book SMS Free Game Shorties Against Violence Educational CeaseFire Booklet Alderman's Incentives Interrupting at business	Meditation in the jail Message in a meal CeaseFire donation pump at the gas station	Visit your family members in prison Legit people should endorse SMS free game News you can Use Sales Partnership with banks

Projective Value Web

Though the value web was a useful tool for understanding the flow of different types of value through the system of the neighborhood— information, money, etc. — it also became useful for generating and comparing concepts. By imagining connections on the value web that we would like to create, strengthen or remove, the project team used the web to identify opportunities and develop new concepts. These are identified in the diagram to the right on yellow post-it notes.



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