



SEMI - ANNUAL REPORT

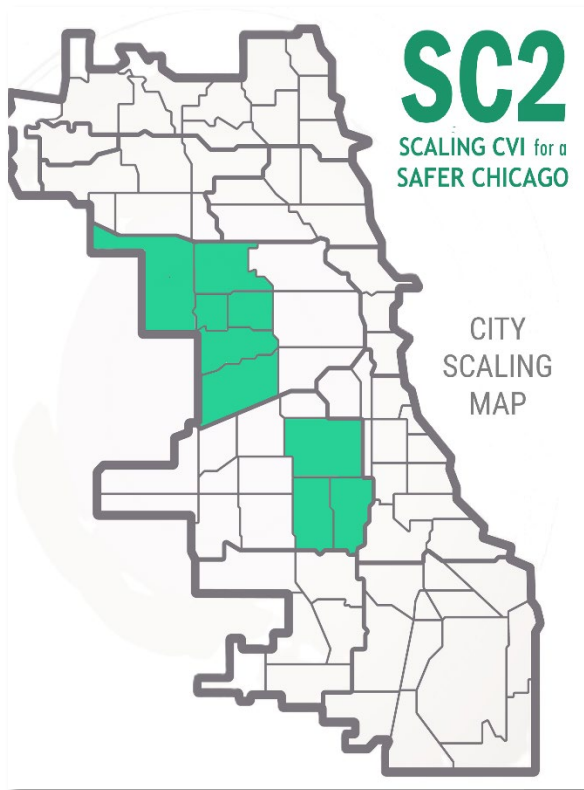


Report Period:
August 1, 2024 – January 31, 2025

SCALING COMMUNITY VIOLENCE INTERVENTION FOR A SAFER CHICAGO



SC2 Scaling CVI
for a Safer Chicago



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Executive Letter

Dear Valued Investors in SC2,

This letter and the accompanying report constitute the first semi-annual program and financial grant report. Thank you for accommodating this standard schedule.

In 2016, the City of Chicago faced an alarming spike in gun violence after the tragic killing of Laquan McDonald. There was then a recognition that in addition to more effective policing and efforts to reinvest in the most underserved communities, we needed to also invest in community-based interventions to reach those who were at the highest risk of violence. Those efforts built the foundation of Community Violence Intervention (CVI) in Chicago. In 2020 and 2021, our city again faced a historic surge in gun violence resulting from the impact of COVID-19 and the citywide unrest after the murder of George Floyd. To meet the challenge of achieving a transformational reduction in violence, Chicago came together in an unprecedented public-private collaboration to scale CVI.

On August 1, 2024, we began scaling community violence intervention (CVI) programs in the most impacted communities to significantly reduce gun violence. In the first six months of implementation, Scaling Community Violence Intervention for a Safer Chicago (SC2) used a data-driven strategy to sequence SC2 in seven communities. With important lessons from the beta site in North Lawndale, where efforts to scale began in 2022, SC2 initiated implementation in the two communities most ready to proceed. We are also focused on building capacity and preparing for implementation in the remaining communities, organizing a local coalition of partners, refining internal operations to become more effective and efficient, and laying the foundation for the next four years of work.

In January, I was honored to be appointed SC2's interim Executive Director. I am grateful to have the opportunity to lead this initiative on an interim basis, but more so, I feel immense appreciation to our coalition partners doing the critical, lifesaving work each day in their communities: North Lawndale, Austin, Humboldt Park, Little Village, Greater Garfield Park, Greater Englewood, and New City.

As advocates for and stewards of a peaceful Chicago, we continue to prepare for the coming challenges, including increasing the scale and robustness of CVI services, building capacity across

coalitions, and navigating policy and funding uncertainty. Thanks to your support and the efforts of those highlighted in this report, we view this as a critical moment to build on the existing momentum towards declining crime in our city.

Gun violence citywide has declined three years in a row and six of the last eight years overall. Data from the end of 2024 shows a 4% decrease in shootings citywide compared to 2023, with a 5% decline across our seven SC2 communities, building on declines seen in 2022 and 2023. However, progress varies across neighborhoods, and we have significant work to do before reaching our goal of a 75% reduction in shootings in 10 years.

This report provides a comprehensive overview of SC2's mission, activities, and financial landscape over the first six months of implementation. It outlines our core strategies for identifying and engaging individuals at the highest risk of violence, details the five key services at the heart of our approach, and highlights how we work with coalition partners to strengthen capabilities and ensure long-term sustainability. The report also showcases SC2's measurable impact — on both our community partners and the communities they serve — through strategic collaboration, data-driven decision-making, and on-the-ground expertise.

I hope you find it informative, engaging, and clear-sighted about the challenges SC2 faces and why we remain optimistic. We have created a [survey](#) to collect investor feedback on this first SC2 report. Please also feel free to contact me directly at susan@chicagocred.com if parts of the report require more detail. Your commitment continues to fuel this work. With the help of your investment, we are translating ambition into action and helping to build the foundation for a safer Chicago defined by resilience, opportunity, and community strength.

With gratitude,

Susan Lee

Interim Executive Director



Executive Summary

SC2 is a public-private endeavor dedicated to significantly reducing gun violence in Chicago by scaling CVI. We believe, and evidence increasingly shows, that CVI is an essential piece of a comprehensive long- and short-term strategy to reduce gun violence. With its distinctive community-led, customized, at-scale approach, SC2 aims to take CVI to the next level of effectiveness and impact. **SC2 unites community-based organizations (CBOs), nonprofits, funders, civic leaders, and public agencies to engage individuals most at risk of violence through targeted, evidence-informed strategies.**

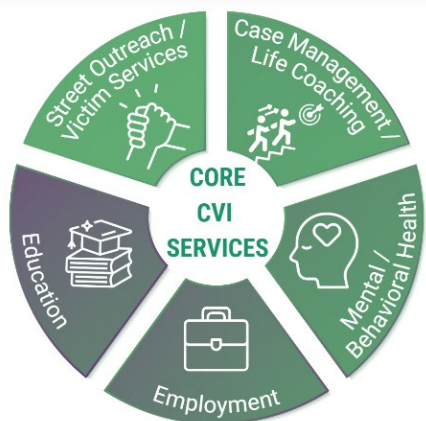
Community violence remains an urgent challenge for Chicago, disproportionately harming select neighborhoods and undermining social and economic stability. SC2 strategically addresses this crisis with the goal of expanding CVI coverage from the previously served 15-20% of Chicago's highest-risk individuals to 50% within five years and 75% within a decade citywide.

SC2 currently focuses on seven Chicago neighborhoods, two of which (Austin and Humboldt Park) began implementation during the reporting period and another two of which are beginning formal implementation in 2025 (Little Village and North Lawndale, which has previously been in a beta implementation phase). **In these seven neighborhoods, our goal is to support SC2 coalition partners to deliver five core CVI services to high-risk individuals¹: street outreach, trauma management/mental health including Cognitive Behavioral Interventions², case management and life coaching, education, and employment.** This work has already positively impacted individuals, community-based partners, and the broader community.

Despite healthy organizational foundations, SC2 faces significant challenges, including a volatile funding landscape and capacity and partnership hurdles at the community level. Uncertain public funding represents a critical risk, potentially threatening the scalability of CVI programs. Private investment has been substantial, with over \$100 million secured commitments to date and ~\$40 million already received. **SC2 leadership is proactively addressing public sector funding uncertainty by coordinating hand-in-hand with the public sector, maintaining rigorous financial oversight, and seeking diversified and sustained private support.** SC2 will also continue to address challenges in implementing CVI programs, including coalition management and ensuring that 'graduated' participants can access sustainable jobs.

Looking ahead, SC2's key milestones include continuing to scale CVI services in implementation neighborhoods, enhancing CVI capacity in the remaining neighborhoods, and selecting an independent Evaluation and Learning partner to assess SC2's approach, process, and impact. As part of these efforts, SC2 will continue refining its organizational structure and enhancing its external engagement and resource development strategy.

Investment from committed partners is critical to sustain momentum, overcome fiscal uncertainties, and achieve SC2's vision of a safer, thriving Chicago. Your support is essential in securing the future of this transformative initiative.



¹ Defined in Appendix B - Key Terms and Definitions

² Defined in Appendix B - Key Terms and Definitions

SC2 Overview & Initiative Background

A growing body of research suggests that CVI in Chicago is highly effective in reducing the risk factors among individuals most impacted by violence. Initial independent evaluations of three citywide CVI programs by the University of Chicago Crime Lab and Northwestern University CORNERS have shown promising evidence of impact: READI Chicago participants have 79% fewer arrests for a shooting or homicide; Chicago CRED participants have experienced a 50% reduction in victimization and are 73% less likely to be re-arrested for violent crime; and Communities Partnering 4 Peace (CP4P) outreach participants have 31% fewer gunshot injuries in the following 24 months. SC2 is an innovation built on and incorporating these evidence-based component parts and practices.

Although Chicago has a robust ecosystem of community-based CVI providers and evidence indicates significant impact at the individual level, the reach of CVI programs has been sub-scale relative to the need for service. SC2 builds on the promising evidence that CVI is effective in reducing violent behavior and victimization among individuals at the highest risk.

SC2 is a shared strategy of the Partnership for Safe and Peaceful Communities (PSPC), the Civic Committee of the Commercial Club of Chicago, CVI leaders Chicago CRED and Metropolitan Peace Initiatives (MPI), and the public sector (City of Chicago, Cook County, and State of Illinois). Representatives of each, along with local community CVI leaders, comprise a Steering Committee that guides the initiative.

Based on promising evidence for CVI and other relevant research, SC2 is advancing the following hypothesis: **If SC2 successfully facilitates peace among groups in conflict, integrates high-quality delivery of five core services, uses multi-source data to inform decision-making, and reaches at least 75% of the individuals in a community at the highest risk of violence, then there will be fewer shootings and homicides and, through spill-over effects, the overall environment of physical safety will change, further reducing shootings and retaliatory shootings, the incentive to carry weapons, and other conditions that fuel gun violence.**

Prior to SC2's inception in 2024, CVI organizations in 37 of Chicago's 77 neighborhoods served only 15-20% of

the estimated 20k highest-risk individuals. Drawing on a robust body of lessons learned, SC2 focuses on a second-generation CVI approach that is:

- **Evidence-informed:** Integrated, high-quality services subject to rigorous, independent academic evaluation
- **Community-led:** Locally tailored plans created and led by neighborhood organizations
- **At Scale:** Services that match the scale of the need with a goal of reaching a tipping point in communities and the city overall
- **Accountable:** Overseen and supported by a seasoned team of experts

Need/Opportunity Statement

Individuals, families, and communities in Chicago are experiencing levels of gun violence that are tearing families apart, traumatizing whole communities, causing widespread fear, hurting the economy, and damaging our reputation as a world-class place to live, work, play, and raise a family. Turning this around requires a comprehensive, shared plan to reduce violence in Chicago. SC2 seeks to advance and contribute to such a plan by bringing communities together to offer one of the most promising near-term impact approaches: community violence intervention (CVI). SC2 believes that community-led, integrated, and at-scale CVI efforts in the communities with the highest levels of violence will help achieve an ambitious goal of reducing shootings and homicides citywide by at least 50% in five years and 75% in 10 years.

Priority Strategies and Activities

SC2 defines CVI as a holistic suite of services that target individuals at highest risk of engaging in gun violence and is proactive, tailored, culturally competent, data-driven, evidence- and trauma-informed. SC2 uses a one-table community-based approach to bring together CVI and partner organizations in offering five evidence-informed core CVI services to individuals at the highest risk of violence: 1) street outreach, 2) trauma management/ mental health including Cognitive Behavioral Interventions, 3) case management and life coaching, 4) education, and 5) employment. In addition to these core services, partner organizations also mediate disputes that could lead to gun violence, negotiate peace agreements among groups in conflict, and occupy dangerous locations during periods of high crime to deter violence.

Access the complete SC2 Implementation Plan [HERE](#).

Programmatic Activities and Results

SC2 takes an innovative approach to scaling CVI, evidenced by our rigorous use of data, our goal of scaling interventions in Chicago's neighborhoods most impacted by violence, our active coalition building, and our results. SC2 requires a defined structure to operate. That structure is applied to building capacity for our partners and in the communities where we operate. We are already beginning to see the impact of this work on CVI participants.³ and in our communities.

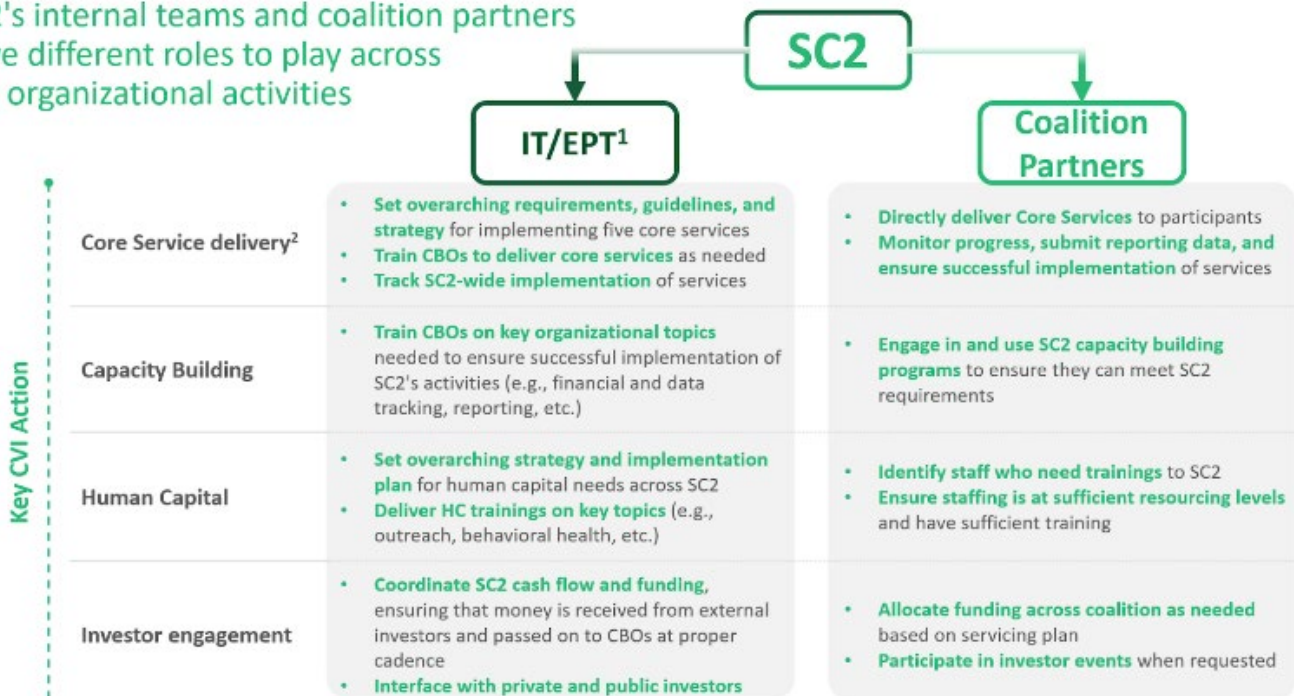
SC2 STRUCTURE⁴

SC2 consists of two broad centers of expertise: the External Partnerships Team and the Implementation Team. The External Partnerships Team is directed by Esmie Heartwood De Maria. It involves external-facing operational responsibilities, including (among other duties): oversight of the SC2 fund and financial planning; funder engagement; coalition grantmaking in collaboration with SC2's

administrative partner, the Chicago Community Trust; coordination with Evaluation and Learning partners; communications; and representing SC2 at public and external forums.

The Implementation Team⁵ is directed by Jorge Matos. It is primarily responsible for, among other duties: community-facing deliverables such as ensuring community coalitions are collaborating and relationships are being maintained; coordinating implementation plans; maintaining fiscal and financial accounting structures, capturing programmatic deliverables to ensure fidelity across the five core services; capacity building for organizations in implementation; and ensuring we are capturing the nuances of each neighborhood plan. The Implementation Team comprises individuals from Chicago CRED and MPI. Both organizations bring years of expertise in supporting CVI organizations with diverse needs across multiple Chicago communities and possess a citywide perspective on the growth and needs of the CVI field.

SC2's internal teams and coalition partners have different roles to play across key organizational activities



1. IT = Implementation Team; EPT = External Partners Team 2. SC2 defines core service delivery as including street outreach/victim services, mental/behavioral health, case management/life coaching, education, and employment

³ Defined in Appendix B - Key Terms and Definitions

⁴ See Appendix A for SC2 organizational mapping

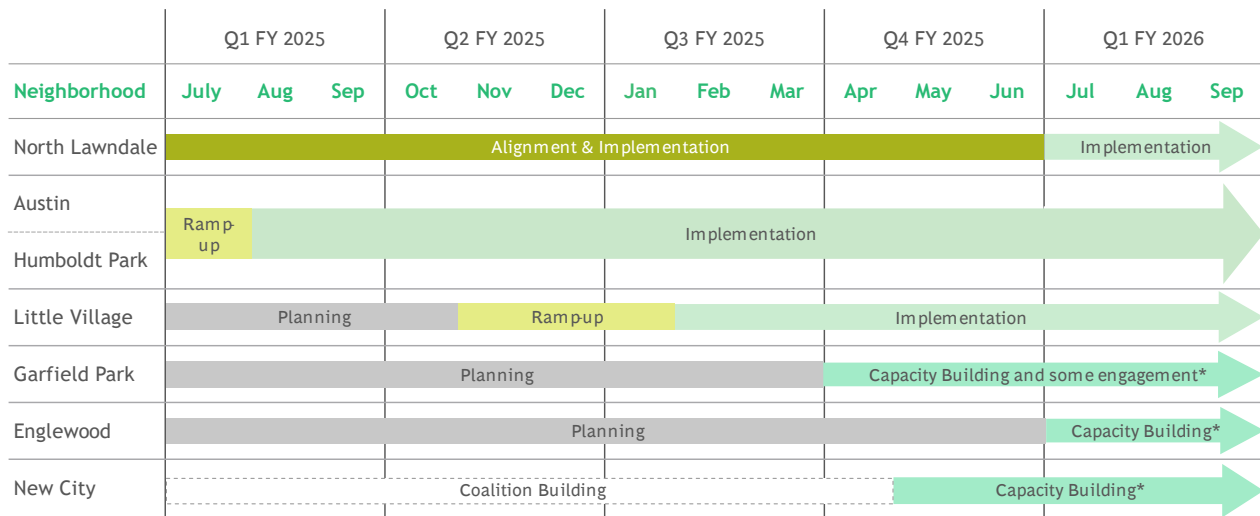
⁵ Defined in Appendix B - Key Terms and Definitions

COMMUNITY COALITION BUILDING

While SC2 requires all participating neighborhoods to build a coalition capable of delivering all five SC2 core services, we recognize that communities have diverse needs. The seven neighborhoods in Chicago with the highest levels of violence have unique starting points, requiring tailored implementation plans led by local organizations with the right expertise and the informal credibility provided through a ‘license to operate’ (LTO.⁶). This neighborhood-by-neighborhood approach requires a sequenced, geographically targeted rollout with financial and in-kind support to strengthen the capacity of local organizations that will lead the work, equipping them to work effectively at a greater scale.

Each neighborhood is at a different stage of implementation due to its unique requirements. Austin and Humboldt Park, the first two communities to launch implementation, are in their sixth month of Year 1. Most participants are still in the early phase of their journey, so far having been primarily engaged by outreach, case management, and life coaching staff. North Lawndale is uniquely positioned due to its coalition being in beta implementation since January 2022 (complete alignment with SC2 is expected in June 2025); it has engaged participants in each of the five core activities. Little Village was approved for implementation in November 2024 with a start date of February 2025. Finally, SC2’s remaining three communities — Garfield Park, Englewood, and New City — are in different stages of capacity and coalition building with assistance from SC2.

As of Jan 2025, SC2 is implementing in 2 neighborhoods, with plans to begin implementation in 2 others while supporting capacity building in other 3



* Subject to change based on public sector funding.

SC2 directly works with neighborhood organizations through a ‘hub and partner’ model. A hub.⁷ organization is a well-established and proven Community-Based Organization (CBO) within an SC2 neighborhood. The hub takes responsibility for coordinating neighborhood coalitions, fiscal oversight, grant management, and operational accountability within their SC2-supported neighborhood. Partner organizations are also CBOs in an SC2-supported neighborhood identified by the hub as having the ability to scale their proven results. They work with the hub to deliver services to participants in their local neighborhoods. In some instances, organizations may be active in more than one neighborhood. However, each hub organization only serves in that capacity in one neighborhood.

⁶ Defined in Appendix B - Key Terms and Definitions

⁷ Defined in Appendix B - Key Terms and Definitions

Training

SC2 supports coalition capacity building through continuous capacity needs assessments with the hubs and on-the-ground feedback as to the infrastructure needs of smaller partners. SC2 has addressed human capital needs by partnering with Metropolitan Peace Academy to create training for newly hired or promoted direct service staff. SC2 now offers uniform outreach worker training across all neighborhoods, establishing a work overview and setting expectations for recruitment and onboarding while also defining organizational professionalism standards. SC2 now also offers mid-level management training to enable supervisors to effectively use data and other skills for program improvement, staff supervision, and partnership management. This effort has also led to the creation of a clinical workgroup, which provides networking opportunities for SC2 clinicians across communities and creates recruiting opportunities through university partnerships, including with DePaul, Chicago State, and UIC.



Photo Source: MPI

Data Infrastructure

The SC2 Implementation Team, in consultation with on-the-ground partners, identified data and programmatic reporting needs. SC2 built a shared data entry portal via Bonterra to address these needs. Bonterra, formerly known as Apricot, is a front-end data platform that tracks critical metrics and measures to show progress, impact, and outcomes, as well as uses referral mapping to identify and track the trajectory of a participant's journey throughout their time with SC2 organizations. Utilizing a shared platform enhances frontline staff data proficiency, particularly in areas such as reporting and analysis. SC2 also created a database map with definitions to ensure that our

partners are aligned in accurately and comprehensively collecting and reporting required data metrics.

Finally, SC2 is working closely with Chicago CRED's Strategic Initiatives Team to ensure that all neighborhoods have an updated outreach dashboard. The outreach dashboard uses street intelligence and CORNERS data to identify participants within active groups and support needs in underserved categories. Dashboards also support SC2 neighborhoods by facilitating the recruitment and retention of direct service staff with LTO to operate in the highest-need areas, while constantly monitoring evolving group dynamics and building accountability among coalition partners to serve designated groups and individuals. This core element is critical in effective participant recruitment and keeping them engaged with the five core services. Research has shown that having participants recruited through individuals with LTO and credibility is important for effective engagement. Outreach workers tend to stay on the periphery with the participant as they journey along with the other services of case management/life coaching and identification of core needs and resources to bridge gaps.

Financial Capacity and Oversight

SC2 has addressed financial capacity-building needs in partnership with MPI. SC2 has hired the financial consulting firm Willis Duncan Group to help smaller coalition partners build their financial systems and processes and to begin designing processes to facilitate audits and other financial bookkeeping methods. The Implementation Partner⁸ also receives monthly financial reporting from the hubs and partners to track spending as well as assist with budget management.

Job and Education Pipeline

Each SC2 neighborhood includes employment training and placement capacity, with the goal of connecting participants to a job that supports career growth and aligns most closely with their interests. This element of employment includes at a minimum job readiness training, continued social support, resume building, and interviewing skills to ensure the greatest degree of success once connected. As part of this effort, SC2 is working with the Civic Committee on its pipeline to provide 2,000 jobs for CVI graduates and is in the process of designing a roadmap to centralize the connection of these jobs to SC2 participants.

⁸ Defined in Appendix B - Key Terms and Definitions

SC2 has built education capacity by connecting with and creating a centralized channel with the City Colleges of Chicago. SC2 recently met with Juan Salgado, Chancellor of the City Colleges, to identify the best support and programs to connect with participants in a safe and supportive manner that aligns with their goals. Some of these include vocational certification programs in various fields, such as culinary arts and logistics, as well as literacy improvement and academic unit recovery.



Photo Source: MPI

Programmatic Impact

On a larger scale, SC2 impacts individuals involved in our programming, community-based organizations with which we collaborate, and the broader community. To measure the impact that SC2 is having in a neighborhood, we track key performance indicators (KPIs⁹) across all three impact areas. Individual KPIs include the number of active participants, employment placement rate, and participant graduation rate. Organization KPIs include the percentage of roles filled, number of new hires, caseload, and projected versus actual cost. Community impacts include saturation rate¹⁰ and number of non-aggression agreements. There are other KPIs in multiple categories with impact on individuals and the community, such as participant rearrest and revictimization, which impacts both the community and individuals or the highest risk groups being served. See below for full list of KPIs:

13 KPIs for SC2 to report during scaling

Key: = SteerCo (monthly) = Civic Committee (quarterly) = GASC (quarterly)
 = Funders (bi-annually) = NORC (quarterly)

Category	KPI	Recipient ¹
Does coalition have capabilities to support implementation?	1 % of new roles filled	
	2 % of new hires trained	
Are we serving the right people?	3 Outreach contacts	
	4 Active participants	
	5 Saturation rate	
	6 High-risk groups served	
How effective are we at serving people?	7 Employment placement ²	
	8 Employment retention ³	
	9 Case load	
	10 Number of non-aggression agreements	
	11 Graduated participants ³	
What does it cost to serve people?	12 Participant rearrest & revictimization ⁴	
	13 Cost per participant projection & actual	

1. KPIs to groups beyond SteerCo will be officially shared on quarterly / biannual cadence (e.g., in Civic Cmte board reports), but SteerCo members not restricted from sharing information received monthly 2. As coalitions begin implementation, begin with reporting number of referrals to employment agency 3. Participant graduation mats and employment retention to start reporting after 912 months of implementation 4. Based on number of critical incidents numbers initially, CORNERS or Evaluation Partner to provide CPD data later for rate

All the KPIs currently being tracked for the two neighborhoods in implementation – Austin and Humboldt Park - can be found in Appendix A along with shooting and homicide data for each community. Some KPI metrics, such as employment placement and graduation rates, are not yet available and we expect to provide updates on most metrics in the next semi-annual report. Employment retention metrics, which take longer to collect and establish a community baseline, are typically available 12-18 months after the start of implementation.

⁹ Defined in Appendix B - Key Terms and Definitions
¹⁰ Defined in Appendix B - Key Terms and Definitions

Impact on Individuals

"I am grateful for the opportunity to be here, to make a couple of dollars, and to [Organization] for coming back to get us and to help us out. The classes are great here and I feel like I finally belong." - Austin Coalition Program Participant

At the core of the SC2 CVI strategy is the impact on individual lives. CVI programs in our neighborhoods have been successful by reaching out to high-risk participants and ensuring that their needs are met. This service delivery model is community-driven and enables participants and their families to connect with resources. For example, this model enables us to respond to incidents, conduct mediations, and offer comfort in times of grief. We recently became aware of a historically hard-to-reach group that has been severely underserved in one of our neighborhoods, highlighting the immense need to connect individuals to our services. However, due to a lack of trust and knowledge about our programs, the group continued with their activities as usual. Over many months and numerous attempts to build trust, we have established a solid relationship with this group and have successfully engaged young members between the ages of 16 and 19 (typically a hard-to-reach demographic) in our program.

Impact on Community-Based Organizations

"SC2 has given us an opportunity to scale internally as an agency, as a community network in Little Village and citywide. Through SC2 we are able to scale individual capacity and neighborhood capacity to serve our highest risk individuals and create a more comprehensive CVI ecosystem that will lead our city to be a place of hope and peace. We are stronger together and SC2 has given us the opportunity and the resources to continue this critical work of CVI for our city." - Matt DeMateo, Chief Executive Officer, New Life Centers of Chicagoland

Part of how SC2 helps individuals is by strengthening existing community-based organizations (CBOs) in the neighborhood that are already doing CVI work. SC2 does this in two ways. First, we provide capacity-building support for both frontline and back-office staff to ensure that there is adequate support for providing services to individuals at the highest risk. Second, we help establish a hub organization in each community, which is responsible for creating and coordinating the neighborhood coalition of CBOs. Hub organizations receive additional funding to establish a back office or administrative team structure to support the accountability and governance required for SC2. SC2 coalitions comprise a mix of larger and smaller organizations that come together to serve the highest-risk individuals in their communities. This approach constitutes a civilian infrastructure that complements traditional public safety mechanisms. It also enables participants to access services in their local community.

Impact on the Community








Strategic collaboration among community partners is a crucial yet challenging aspect of the SC2 model. The Implementation Team is intentional and targeted in its approach to ensure that all coalitions use similar standards of accountability and governance. Through strategic collaborations between hub and coalition organizations, we are working to create a uniform and standardized set of services that can be tracked and maintained across multiple organizations and diverse community areas. This ensures that participants have access to a consistent set of services, regardless of which organizations they engage with. This collaborative approach is instrumental in driving a community-level impact, including reaching the saturation rate among the highest-risk individuals in the community and increasing the number of non-aggression agreements signed.

Neighborhood Snapshots

Note: Detailed neighborhood data on homicide and shooting levels, as well as month-by-month progress on the KPIs, is provided in Appendix A.

Confidential

SC2 CBO Fact Sheet | SC2 neighborhood, CBO, and participant overview

	Neighborhood	CBOs in coalition ¹	Hub CBO	Implementation Start Date	FY25		FY26		
					Total scaling budget ⁴	Participant goal (actual) ³	Total scaling budget	Participant goal	Cost per participant
Implementation	Austin	9		Aug 2024	\$4.9M	220 (122 ³)	\$6.1M	240	\$25.5K
	Humboldt Park	7		Aug 2024	\$5.9M	250 (98 ³)	\$6.4M	265	\$25.8K
	Little Village	7		Feb 2025	\$1.6M	94	\$5.6M	225	\$25K
Alignment & Implementation	North Lawndale	4		June 2025 ⁵	\$4.1M ⁶	105	\$4.6M ⁶	130	\$33.1K
	Greater Garfield Park	12		-	\$1.3M	-	\$1M	30	-
Capacity Building	Englewood	6		-	\$100K	-	-	-	-
	New City	4		-	\$100K	-	-	-	-
	Total	43²	-	-	\$18.2M	669	\$23.8M	890	\$109.3K

Total scaling budget includes planning & capacity building

1. Includes hub 2. Individual agencies counted only once irrespective of involvement in multiple neighborhoods 3. Actual participants as of Feb 2025, where data available 4. Excluding READI transition 5. While North Lawndale Collaborative launched in 2022, alignment in process with SC2; aligned implementation starting in June 30, 2025 6. Funded by separate NLC funds, outside of SC2 \$100M pooled funds
Source: Feb 2025 SC2 Steering Committee

North Lawndale - Overview:

- Starting SC2-aligned implementation in June 2025
- 4 coalition partner organizations

With scaling CVI efforts starting in January 2022, North Lawndale was the 'beta' or 'pilot' community. It is currently aligning with SC2 requirements. This alignment process will continue until June 2025. Through North Lawndale's pilot work, SC2 has learned lessons that have informed the rest of the initiative's work, including the focus on five core CVI services and the importance of a hub organization. The alignment work is currently focused on a few key areas, including synchronizing data definitions and platforms (e.g., utilizing the same front-end data platform), establishing similar governance and accountability structures that provide visibility into partner budgets, and standardizing budget templates to align with SC2 standards.

Austin - Overview:

- Started implementation in August 2024
- 9 coalition partner organizations
- 122 participants onboarded and actively receiving CVI services

Overall, Austin is on track to achieve its FY25 goal of serving 220 participants. The coalition has been successful in ensuring that all partners are aligned on deliverables and has trained them to utilize data systems and financial practices properly. The Austin coalition also features unique components, including faith-based partnerships to provide more intentional support for individuals, families, and communities following incidents. The primary challenge Austin has faced is managing partner relationships, including terminating the relationship with one partner due to a misalignment of vision.

Humboldt Park - Overview:

- Started implementation in August 2024
- 7 coalition partner organizations and three vendors
- 98 participants onboarded and actively receiving CVI services

Humboldt Park is working to increase its recruitment numbers to meet its FY25 goal of serving 240 participants. The coalition's recruitment started more slowly than expected, given that they had only one outreach partner organization. However, they are working on adding additional outreach partners to diversify and scale up their recruitment efforts. The coalition has leveraged its vendors to provide support to staff through training, wellness, and capacity-building efforts. Of the 98 participants currently being served, 11 have been referred to culinary training and five to legal services to assist in removing barriers to employment.

Little Village - Overview:

- Approved to start implementation in February 2025, will be in implementation by the time of the next report
- 7 coalition partner organizations

Little Village leveraged an extended planning¹¹ period to finalize key aspects of its programming, including its referral pipeline and outreach dashboard. This extended timeline enabled the partners to collaboratively create a governance charter that outlines how each organization will work together to serve the highest-risk individuals. Additionally, coalition partners have now hired the necessary administrative staff and are on track to fill key frontline positions. They have also implemented rigorous processes to ensure participants served are correctly tracked. Little Village has unique challenges related to the high number of migrants and undocumented individuals, as well as recent Federal immigration actions. The coalition is seeking to mitigate these challenges by identifying additional partners to support impacted individuals and families.

Greater Garfield Park - Overview:

- In capacity building and planning since July 2024
- 12 coalition partner organizations

The Greater Garfield Park (GGP) coalition had anticipated moving from planning into implementation in spring 2025. However, due to uncertainties in public sector funding, SC2 was unable to ensure sufficient funding. Instead, GGP will continue capacity building throughout FY26. During this phase, in addition to general coalition and capacity building, the coalition will continue to develop a plan to specifically target the high-violence, low-resource West Garfield Park.

Englewood - Overview:

- In capacity building and planning since July 2024
- 6 coalition partner organizations

The Englewood coalition has been in extended planning since July 2024 and is scheduled to be in this phase until at least June 2025. This timeframe was provided to allow the coalition and its partners to continue building partnerships, increasing trust within the group, and bringing on new partners that can provide the five core services to the highest-risk individuals. The coalition has faced significant funding uncertainty, with some partners losing public sector funding, which has caused some tension. The Director of Implementation is working to ensure that partners are at the table and meeting the deliverables set forth during this grant term.

New City - Overview:

- 4 coalition partner organizations

New City submitted a letter of interest during the initial application period and has since leveraged the expertise of a consultant to bring partners together and to outline a plan that will serve the New City neighborhood. One of the most significant challenges for this coalition is the limited resources allocated to the high-risk population. Therefore, the partners in the coalition have been brainstorming ways to either bring additional partners with capacity or to create capacity within existing providers in the neighborhood.

¹¹ Defined in Appendix B - Key Terms and Definitions

Fiscal Report

Fund Structure Overview

A general SC2 fund has been established at the Chicago Community Trust (CCT) for pooled funds raised for scaling CVI in the seven priority neighborhoods. The SC2 External Partnerships team oversees the overall management of the fund and grantmaking process. The general SC2 fund also includes sub-funds for each of the SC2 neighborhoods. To align North Lawndale with other SC2 neighborhoods, a previously separate North Lawndale fund was also transferred under the general SC2 fund. To maximize the efficiency and impact of financial investment, SC2 funders provide support in one of two ways: contributing to pooled funds or through aligned or direct grantmaking. To minimize burden on the SC2 Team and coalition partners, funders making direct or aligned grants have agreed to receive this and other standardized reports to meet their reporting requirements.

Additionally, we have continued to ensure cohesion with public sector violence prevention efforts and CVI public funding by working closely with the Government Alliance for Safe Communities (GASC), created by representatives from the City, County, and State. Our primary shared objectives are:

- **Funding allocation across neighborhoods:** Determine allocation of public scaling funding across 7 SC2 priority and other neighborhoods
- **Capacity Building:** Align SC2 and GASC capacity building models (e.g., coordination on CBO assessments, capacity building offering to CBOs, funding structure)
- **Metrics:** Coordinate SC2 and GASC key metrics to track CVI program progress (e.g., standardized metrics, reporting frequency and granularity, impact evaluation)

Scaling funding committed to CVI in Chicago since SC2's inception (February 2024):

- Private Sector (SC2 Fund): \$87.3M
- Private Sector (direct/aligned funding): \$22M
- Public Sector: \$100M

Scaling funding commitments actualized (converted to cash) since SC2's inception (Feb 2024):

- Private Sector (SC2 Fund): \$36.5M
- Private (direct/aligned funding): \$4.4M
- Public: \$0

Scaling funding commitments actualized (converted to cash) during the reporting per.:

- Private Sector (SC2 Fund): \$17.4M
- Private (direct/aligned funding): \$3.75M
- Public: \$0

Total funding deployed to SC2 coalition partners since SC2's inception (Feb. 2024 – Jan. 2025): \$17.4M

Total funding deployed to SC2 coalition partners during reporting per. (Aug. 2024 – Jan. 2025): \$13.5M

Total funding allocated to SC2 team costs since SC2's inception (Feb. 2024 – Jan. 2025): \$2.7M

Total funding allocated to SC2 team costs during this reporting per. (Aug. 2024 – Jan. 2025): \$1.3M

See below for estimated total funding for baseline and scaling CVI services¹²

Given ongoing changes with public funds available, subject to change; based on commitments as of Jan 2025

SC2 Funding | Sufficient funding available over 5 years for baseline and scaling CVI if private and public funding commitments realized

	FY25	FY26	FY27	FY28	FY29	Total FY25-FY29
Inflows (baseline and scaling)						
Private Funding	\$40M	\$36M	\$36M	\$35M	\$27M	\$174M
Public Funding	\$24M	\$24M	\$24M	\$24M	\$24M	\$122M
Total Funding	\$64M	\$60M	\$60M	\$59M	\$51M	\$296M
Outflows						
CVI Programming	\$43M	\$45M	\$50M	\$60M	\$53M	\$251M
SC2 Backbone	\$2M	\$2M	\$2M	\$2M	\$2M	\$12M
Human Capital	\$0.4M	\$2M	\$2M	\$2M	\$3M	\$9M
Evaluation	\$0.7M	\$2M	\$2M	\$2M	\$2M	\$8M
Capacity Building	\$0.7M	\$1.0M	\$1.0M	\$1.0M	\$1.0M	\$5M
Unknowns	\$0.6M	\$0.7M	\$0.8M	\$1.0M	\$0.9M	\$4M
Total Cost	\$47M	\$53M	\$58M	\$69M	\$62M	\$289M
Funding buffer / deficit	\$17M	\$8M	\$3M	-\$9M	-\$11M	\$7M

Estimated shortfalls can be mitigated by building up reserves in earlier years with funding buffer

1. Projections include all private and public GASC funding commitments as of Feb 2025. Including CVI programming with baseline, FLIP, and scaling for North Lawndale, Austin, Humboldt Park, Little Village; baseline and FLIP only for Greater Garfield Park, Englewood, New City with \$25k cost per participant

¹² Baseline represents ongoing funding historically allocated to CVI CBOs, required to maintain CVI infrastructure and level of services in all neighborhoods; baseline and scaling further defined in Appendix C – Funding Sources

Navigating Challenges

Implementation Challenges

North Lawndale alignment: The North Lawndale Collaborative (NLC), the SC2 coalition in North Lawndale, was established in 2021 and began implementing a preliminary community-based approach to CVI in January 2022. While SC2 builds on the lessons learned from NLC's beta approach, it is essential to acknowledge that challenges have arisen with NLC's alignment to SC2, which commenced in November 2024. Some challenges include adjusting processes, protocols, and governance structures to align with those of SC2, as well as developing a more nuanced approach to accountability and fiscal responsibility for funds previously raised. We expect the North Lawndale coalition to be fully aligned with SC2 by June 2025.

Coalition partnership management and service alignment: Challenges among the remaining six SC2 communities include partnership management. The SC2 Implementation Team has provided support and thought partnership to hubs faced with difficult decisions in coalition leadership, such as terminating contracts due to misalignment of service delivery models or the ability of an organization to shift their approach to one more aligned more closely with community needs. There have also been challenges aligning organizations to the same definitions and standards for each of the CVI services. The timely recruitment of front-line staff is challenging for some coalition partners.

The SC2 Implementation Team has been flexible and supportive of each coalition in the face of these challenges through intentional, open, and transparent communication. SC2's Director of Implementation is instrumental in building trust with SC2 community coalitions and working closely with them on the ground to troubleshoot and problem-solve in real-time. Some challenge resolutions include creating a recruitment and hiring playbook to help efficiently interview and onboard frontline staff, as well as establishing mechanisms for shared accountability through centralized definition and data mapping. We have also revised our coalition-building requirements to include each proposed partner's most recent audit(s) to ensure fiscally sound practices and shared governance and accountability measures.

Outreach and workforce development: We anticipate needing more than one outreach partner in each community to cast a wider net and reach a diverse range of participants, ensuring a comprehensive approach. Expanding outreach capacity is crucial for recruiting those at the highest risk, as identified by the dashboard.

Furthermore, as participant recruitment expands, we are acutely aware of the need to create a pipeline to connect participants to sustainable jobs with career growth opportunities. Workforce training is one of the five pillars of SC2's comprehensive CVI program model. Each of the SC2 neighborhood coalitions must offer workforce development programming for participants at the implementation phase. Additionally, the Civic Committee is supporting the development of partnerships between SC2 CVI organizations and Cara Collective, a dedicated workforce development community-based organization. Cara may provide training materials, technical assistance, job readiness evaluations, access to employer networks, and other forms of support to benefit CVI program participants. This collaborative effort to professionalize and increase the capacity of CVI workforce development is integral to the Civic Committee's Public Safety Task Force strategy, which includes goals of scaling CVI and supporting workforce development and hiring on Chicago's South and West Sides.

As Greater Garfield Park, Englewood, and New City progress toward the SC2 ramp-up and implementation phases¹³, we are prepared to address similar challenges other community coalitions face by operationalizing alignment processes and creating manuals to help community partners navigate potential administrative challenges. We will also continue to provide staff training and conduct technical assistance to ensure that programmatic data is collected promptly and accurately.

Fiscal Challenges

SC2 is a dynamic and nimble initiative that is adapting to the three main fiscal challenges we have faced to date.

First, due to the current political climate at the city, state, and federal levels, it is unlikely public organizations will reach their collective goal of providing \$100 million in public scaling funding. This is a developing situation that the Steering

¹³ Defined in Appendix B - Key Terms and Definitions

Committee is monitoring closely and planning to revisit throughout the year as more information becomes available. Until it is clear what the situation is with respect to public investments, the Committee voted in February 2025 to adopt a limited funding scenario. This means that full scaling will be limited to the four neighborhoods already approved for implementation while SC2 continues to support the remaining three neighborhoods to enhance their capacity and quality of practice with limited funding.

Second, READI Chicago's future beyond June 2024 was at risk due to a lack of funding for the FY25 programming year. READI Chicago was one of two CVI networks supported by PSPC since 2017 and produced valuable evidence about the efficacy of CVI. In 2024, READI Chicago was severely impacted by the demise of Heartland Alliance, where it was housed. To assist, PSPC and SC2 agreed to support the transition of READI components to MPI. SC2 provided \$3.3 million towards the READI transition, which included fulfilling commitments to participants in the pipeline as well as assisting READI staff to transition to other CVI or alternative employment. As READI transitions, some of its components will be integrated into existing CVI practices. For example, the integration of CAD (READI Cognitive Behavioral Intervention curriculum) into CVI job training curricula is underway.

Third, there have been several instances where it has been challenging to respond to community partners' needs in real-time due to the timing of commitments. During the first two quarters of FY25, SC2 successfully met our private sector goal of \$100 million. The Steering Committee wanted to invest in Humboldt Park and Austin promptly; however, the original timing for converting commitments to cash made it difficult to support these two communities in a timely manner. Fortunately, after explaining the situation to our private sector investors, they were able to expedite their payment processing before the end of the 2024 calendar year. Looking ahead to the next five years, we anticipate two ongoing fiscal challenges. First, there is considerable volatility and resultant uncertainty regarding city, state, and federal funding for violence prevention. Second, there is the potential loss of future private sector dollars as investors may need to shift from scaling to funding emerging community needs. To mitigate these concerns, SC2 is adopting the following strategies to ensure sustainable funding and the long-term success of SC2: first, we are assuming a limited funding scenario moving forward. This is the most responsible path, especially given the agreement between the SC2 team and the Steering

Committee that the funding outlook post-FY26 is more likely to be unfavorable than favorable. Second, because of the agreement to move forward with a limited funding scenario, we have asked coalition hubs in the planning stage to plan conservatively as we work to strengthen our public and private funding pipelines. The External Partnerships Team, with support from the interim Executive Director and Steering Committee members, will be exploring ways to secure funds to support implementation in at least Englewood and Garfield Park because of their high levels of violence and disproportionate contribution to the citywide levels of violence overall.

Evaluation & Learning

We remain committed to our preliminary hypothesis and theory of change, which is:

If SC2 successfully facilitates peace among groups in conflict, integrates high-quality delivery of five core services, uses multi-source data to inform decision-making, and reaches at least 75% of the individuals in a community at the highest risk of violence, then there will be fewer shootings and homicides and, through spill-over effects, the overall environment of physical safety will change, further reducing shootings and retaliatory shootings, the incentive to carry weapons, and other conditions that fuel gun violence.

SC2 will engage an Evaluation and Learning partner to conduct a comprehensive, rigorous, and independent assessment of the scaling effort. This team of evaluators will provide a constant flow of information to support informed decisions and help refine and ensure the rigor of the theory of change that guides the work. They will collect and synthesize information from diverse perspectives, using multiple methods and sources to gather evidence. The evaluation's rigor must be incontestable, and the evidence must be strong. It must address the full range of questions that need to be asked and metrics that need to be tracked. Incorporating quantitative and qualitative methods, it will include a process or implementation study, an individual-level impact evaluation, and a community-level impact evaluation, looking at how the initiative affects the overall level of violence in participating neighborhoods.

To help achieve this goal, we are working with a three-member Scientific Advisory Panel comprised of respected scholars in the fields of violence, crime, and public and community safety: Patrick

Sharkey (Chair) of Princeton University, Shani Buggs of the University of California, Davis, and John McDonald of the University of Pennsylvania. During the reporting period, the panelists completed a review of other models using CVI to help reduce violence. They identified the “explicit articulation of service saturation and specific service types, integrated into program planning and implementation” as a key strength and distinctive aspect of SC2.

They also concluded that there is promising evidence underlying some of the interventions that comprise the core services. The innovation is the focus on saturation, the mechanisms for delivery, and the ambition for environmental and community-level outcomes. Quantitative and qualitative methods will be employed in process and outcome evaluations, with a focus on both participant-level and community-level impacts.

A draft request for proposals including the panelists' proposed principles in evaluating the process is complete. Members of the SC2 Steering Committee and SC2's Director of External Partnerships will work closely with the panelists over the next several months to develop a process for outreach, solicitation, and formal review of qualified evaluators. Although a timetable is still being developed, we anticipate releasing the RFP in early May 2025 and selecting an SC2 Evaluation and Learning Partner in August 2025.

Looking Ahead

We are encouraged by the progress during our first months of scaling CVI and are committed to building on the momentum of 2024 with a focused strategy for 2025. Our objectives for the next six months focus on two main priorities with six key milestones:

Effectively scale the capacity building and implementation of CVI services in our neighborhoods:

1. Increase the scale and robustness of CVI services in North Lawndale, Austin, Humboldt Park, and Little Village to ensure the communities stay on track to reach 75% saturation in five years.
2. Build the capacity of organizations and coalitions in Greater Garfield Park, Englewood, and New City to provide effective CVI services in the future.

3. Develop the necessary 'human capital' to provide CVI services in each community by developing a strategy for identifying, training, and retaining CBO outreach workers, behavioral health clinicians, and other relevant personnel.

Finalize the development of an efficient and responsive organization (SC2) to manage the implementation of services across four neighborhoods or more as needed.

1. Refine our organizational structure and operating model to ensure SC2 operates in a way that delivers high-quality services, is responsive to stakeholder needs, and uses resources efficiently.
2. Develop an external engagement strategy that provides investors, the public, and other stakeholders with a clear narrative of our progress, impact, and financial viability.
 - a. To support this effort, we invite you to share your thoughts on investor engagement — what you want to know, learn about, and experience — as well as feedback on this inaugural investor report through the survey linked [here](#).
3. Strengthen our program management capabilities to ensure effectiveness, transparency, accountability, and proactive risk mitigation.

Thank you to our public and private partners, community stakeholders, and you, our key investors, for supporting the mission of SC2. Together, we are working towards building a safer Chicago.

Photo Source: CRED

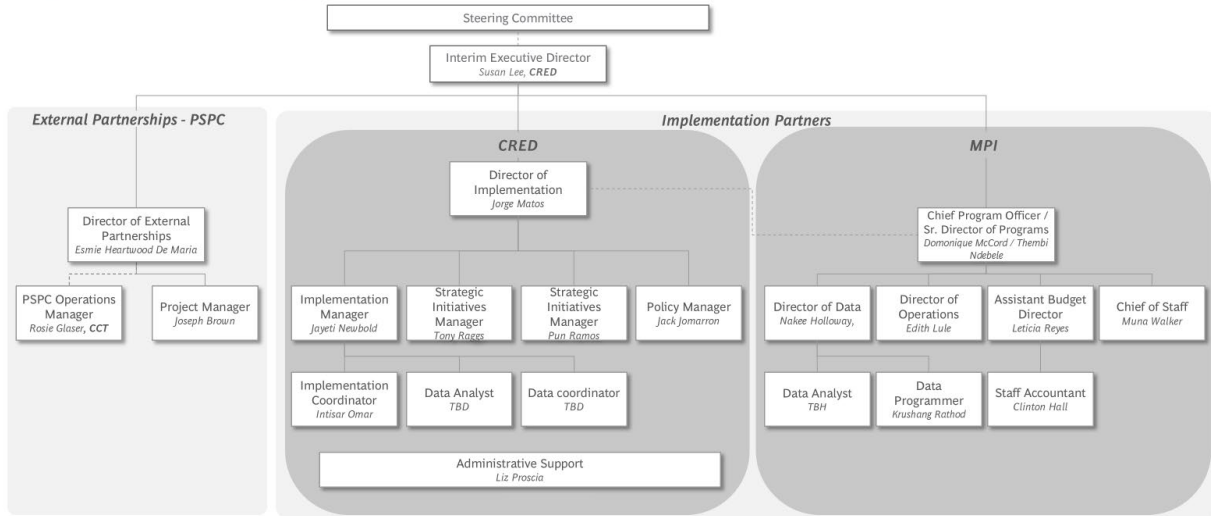


Appendix

Appendix A

Not all roles 100% capacity; chart reflects reporting lines

SC2 accountability structure | Current lines of responsibilities & accountability (as of March 2025)



Disclaimer: The position titles on the page correspond to current titles at their respective employers of record, and may not correspond to SC2 roles and responsibilities

Note: Values are total / duplicative, not additive

Austin – Key Performance Indicators

Category	KPI	Aug	Sept	Oct	Nov	Dec	Jan	Annual Goal	
Does coalition have capabilities to support implementation?	% of new roles filled		--	87.5%	87.5%	87.5%	100%	100%	
	% of new hires trained		--		87.5%	87.5%	100%	100%	
Are we serving the right people?	Outreach contacts	38	245	262	447	537	599		
	Active participants	30	77	79	98	107	122	220	
	Saturation Rate	N/A (data available TBD)							
	High-risk groups served	42	42	42	42	42	42		
How effective are we at serving people?	Employment Placements	N/A (data available in FY26)							N/A
	Employment Retention	N/A (data available in FY26)							N/A
	Case Load (avg participants per outreach worker/case manager)	3.5	3.4	5.6	7	7.6	7.6		
	Number of non-aggression/peace agreements	5	5	7	7	7	6		
	Graduated participants	N/A (data available in FY26)							N/A
	Closed out participants	--	--	--	--	--	6	--	
	Participant rearrest and revictimization	N/A (data available in FY26)							N/A
What does it cost to serve people?	Cost per participant projection & actual			\$26,290				\$26,290	

Note: Values are total / duplicative, not additive

Humboldt Park – Key Performance Indicators

Category	KPI	Aug	Sept	Oct	Nov	Dec	Jan	Annual Goal	
Does coalition have capabilities to support implementation?	% of new roles filled		--	92%	92%	92%	92%	100%	
	% of new hires trained		--				92%	100%	
Are we serving the right people?	Outreach contacts	100	147	228	298	327	374		
	Active participants	34	39	54	68	76	98	250	
	Saturation Rate	N/A (data available TBD)							
	High-risk groups served	19	20	20	20	20	20		
How effective are we at serving people?	Employment Placements	N/A (data available in FY26)							N/A
	Employment Retention	N/A (data available in FY26)							N/A
	Case Load (avg participants per outreach worker/case manager)	11	3.9	4.15	5.23	5.8	7		
	Number of non-aggression/peace agreements	5	5	5	5	5	5		
	Graduated participants	N/A (data available in FY26)							N/A
	Closed out participants	--	--	--	--	--	--	--	
	Participant rearrest and revictimization	N/A (data available in FY26)							N/A
What does it cost to serve people?	Cost per participant projection & actual			\$22,543				\$22,543	

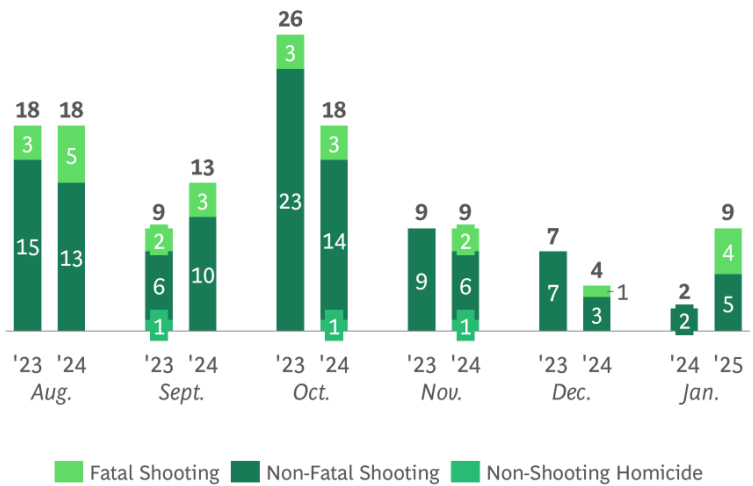
As of 3/25/25 – subject to change

Shooting & Homicide Data | North Lawndale

Annual Victimizations by Neighborhood



Total Monthly Victimizations by Neighborhood
Year-over-year comparison from August - January

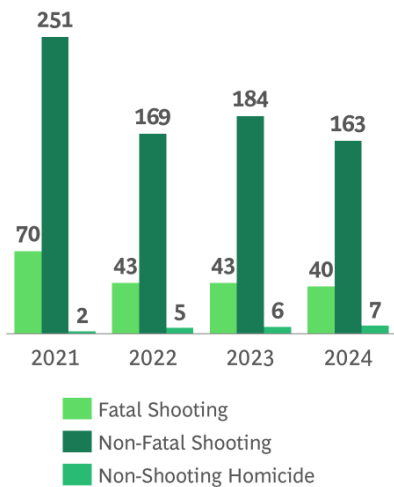


Source: Chicago Violence Reduction Dashboard; monthly data based on 1st to last day of month

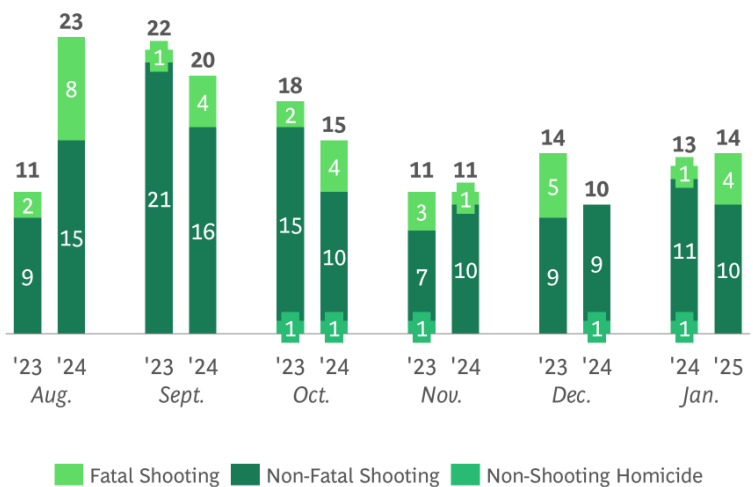
As of 3/25/25 – subject to change

Shooting & Homicide Data | Austin

Annual Victimizations by Neighborhood



Total Monthly Victimizations by Neighborhood
Year-over-year comparison from August - January

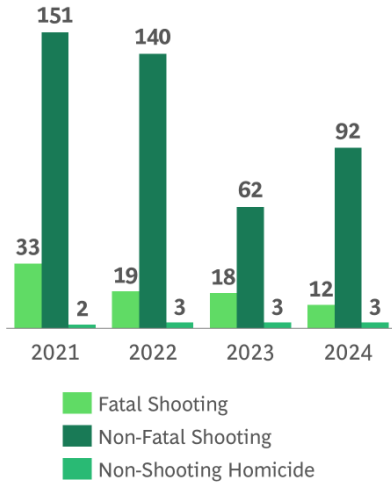


Source: Chicago Violence Reduction Dashboard; monthly data based on 1st to last day of month

As of 3/25/25 – subject to change

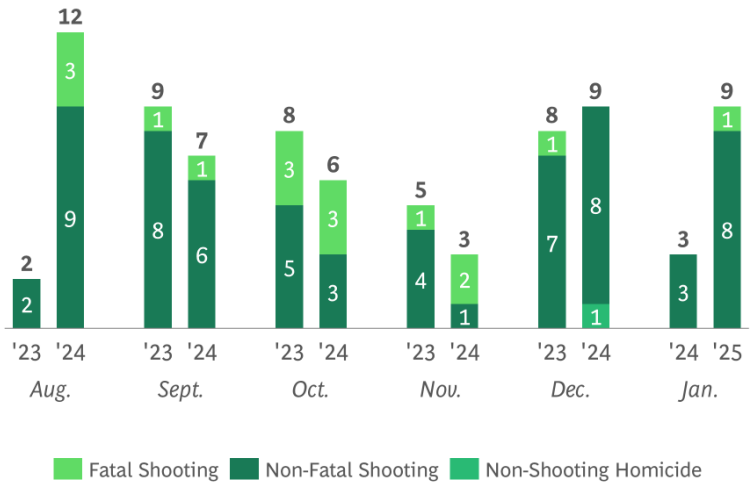
Shooting & Homicide Data | Humboldt Park

Annual Victimizations by Neighborhood



Total Monthly Victimizations by Neighborhood

Year-over-year comparison from August - January

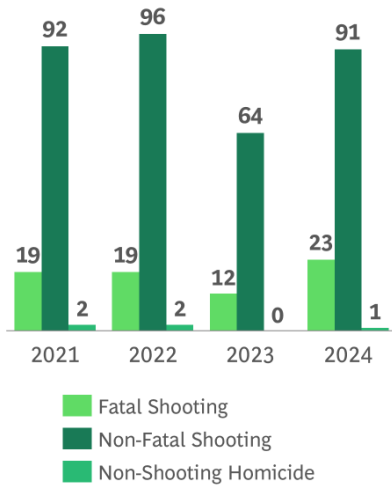


Source: Chicago Violence Reduction Dashboard; monthly data based on 1st to last day of month

As of 3/25/25 – subject to change

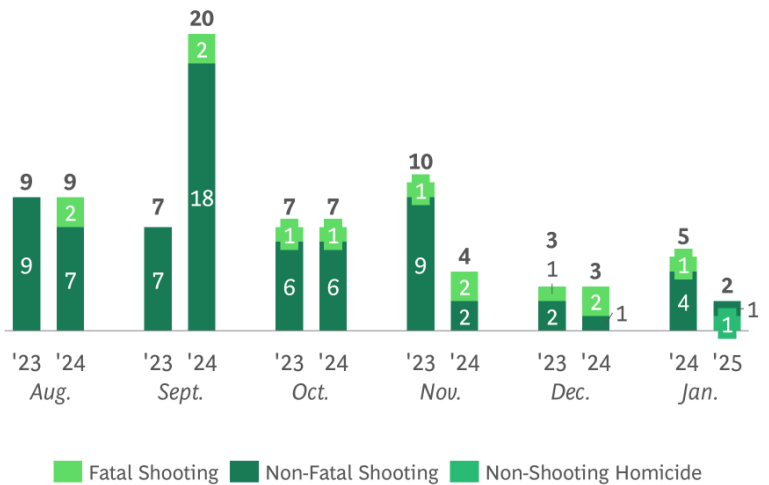
Shooting & Homicide Data | Little Village

Annual Victimizations by Neighborhood



Total Monthly Victimizations by Neighborhood

Year-over-year comparison from August - January

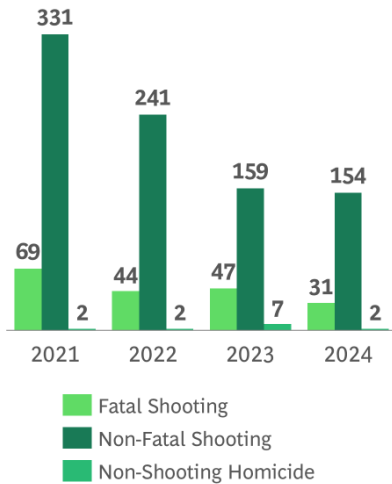


Source: Chicago Violence Reduction Dashboard; monthly data based on 1st to last day of month

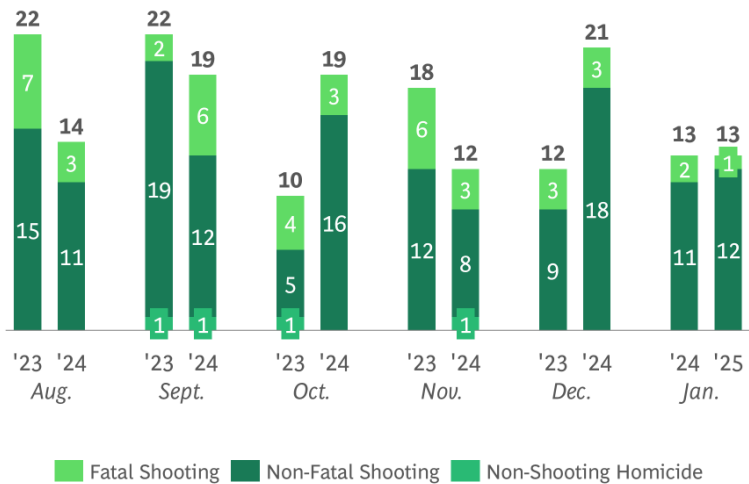
As of 3/25/25 – subject to change

Shooting & Homicide Data | Greater Garfield Park

Annual Victimizations by Neighborhood



Total Monthly Victimizations by Neighborhood
Year-over-year comparison from August - January

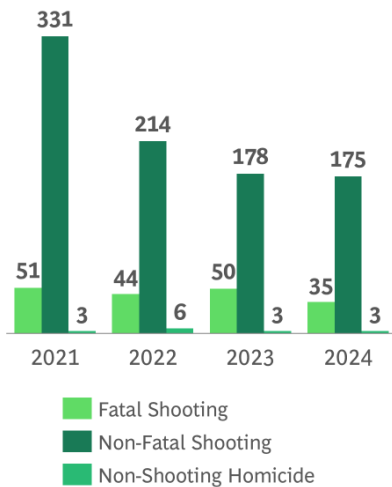


Source: Chicago Violence Reduction Dashboard; monthly data based on 1st to last day of month

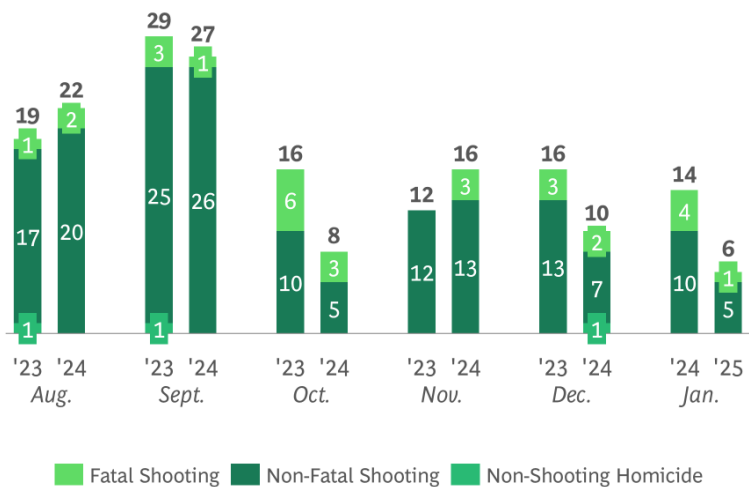
As of 3/25/25 – subject to change

Shooting & Homicide Data | Englewood

Annual Victimizations by Neighborhood



Total Monthly Victimizations by Neighborhood
Year-over-year comparison from August - January

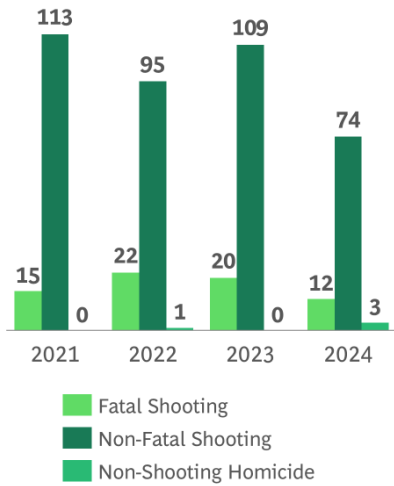


Source: Chicago Violence Reduction Dashboard; monthly data based on 1st to last day of month

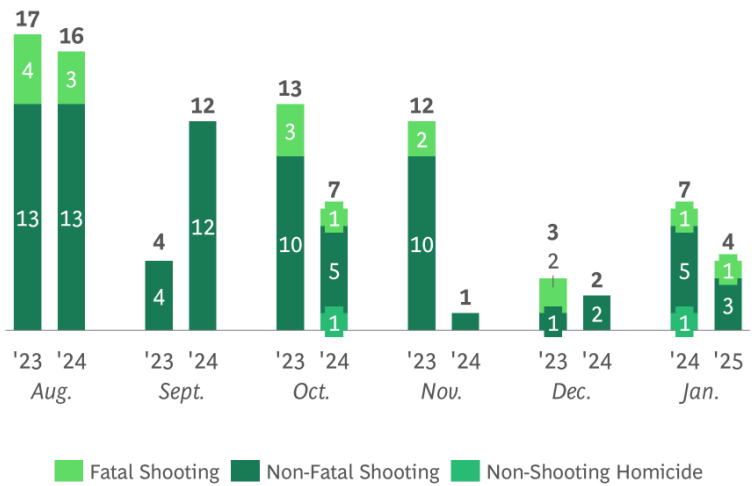
As of 3/25/25 – subject to change

Shooting & Homicide Data | New City

Annual Victimizations by Neighborhood



Total Monthly Victimizations by Neighborhood
Year-over-year comparison from August - January



Source: Chicago Violence Reduction Dashboard; monthly data based on 1st to last day of month

Appendix B - Key Terms and Definitions

CVI Servicing and Terms:

- **Cognitive Behavioral Interventions (CBI)**
 - Evidence-based therapeutic practices aimed at helping individuals manage trauma, regulate emotional responses, and develop healthier behavioral patterns and coping strategies
- **High-Risk Individual:** To be categorized as a high-risk participant, a minimum of 4 criteria items must be met:
 - **High probability to shoot someone, participate in violence, or be a victim of violence**
 - **Close affiliation with a known victim of violence or shooting**
 - **Gang/group/cliq/crew involved**
 - **Key individual in street organizations**
 - **Prior Criminal History/repeated offender**
 - **Recently released from jail/prison**
 - **Weapons carrier**
 - **History of street conflicts**
- **CVI Participant:** Individuals currently enrolled in CVI programming and receiving one or more of the five core CVI services. Participants are described in the following Activity Status:
 - **Active** - Engaged with programming or services within the last 30 days
 - **Inactive** - No response or services received within the last 30 days
 - **Closed** - No response or participation for 90 days
 - **Enrolled/Engaged** - Participant has had 3+ touchpoints with the outreach team and is in the intake process
 - **Served** - Engaged with outreach team, completed intake process, and expressed interest or started to participate in CVI services
 - **Graduated** - Actively involved in at least 2 CVI services for 9+ months and/or has achieved outlined goals (e.g., job readiness or placement)
 - **Rearrest/Revictimization** - Arrests or gun violence victimization for participants and graduates, measured at up to three years following the last incident
- **License to Operate (LTO)**
 - Outreach worker's credibility, acceptance, and familiarity within specific underserved groups or communities

SC2 terminology:

- **Hub Organization (also "Hub" or "Collaboration Hub"):** Lead CBO responsible for coordinating neighborhood coalitions, fiscal oversight, grant management, and operational accountability within an SC2-supported neighborhood
- **Implementation Partner (IP):** Chicago CRED and MPI; the organizations responsible for providing project management, oversight, and technical support to the neighborhood coalitions scaling CVI services
- **Implementation Team (IT):** SC2 sub-group responsible for managing and supporting execution at the neighborhood level. Includes dedicated staff from IPs
- **Phases of community engagement:**
 - **Alignment** - Identify and align on key domains such as data, financial, and programmatic considerations, partner organizations, and data collection for dashboards

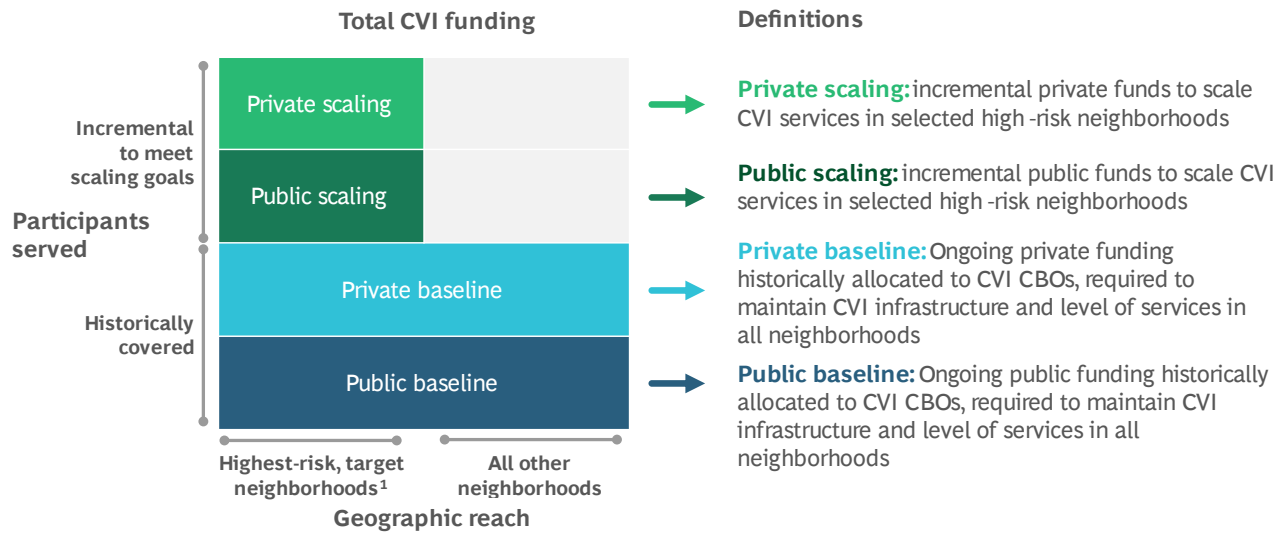
- **Planning** - Community coalitions build partnerships and align on service areas, perform capacity assessments, plan events, and submit implementation plans and budgets
 - **Ramp-Up** - Preparatory phase for communities ready to implement, including recruiting personnel, identifying group coverage, training, and formalizing MOUs and governance structures
 - **Implementation** - Active onboarding and service delivery, including intakes, assessments, referrals, care coordination, case management, and life coaching
- **Saturation [Rate]:** The extent to which CVI programs effectively engage a critical portion of a neighborhood's highest-risk population, creating conditions for community-wide reductions in gun violence (SC2 target: 75%)

Other terminology:

- **Key Performance Indicators (KPIs)**
 - Measurable value used to evaluate the effectiveness of an organization in achieving crucial objectives

Appendix C – Funding Sources

Scaling CVI requires maintaining baseline investments while adding in incremental scaling investments



1. Austin, East Garfield Park, West Garfield Park, Humboldt Park, East Englewood, West Englewood, New City (Back of the Yard) North Lawndale, South Lawndale (Little Village)

1

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SC2 Scaling CVI
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