

August
2025



FORSYTH WINS

YEAR 2 EXTERNAL EVALUATION REPORT

Submitted to:

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BACKGROUND INFORMATION ABOUT THE EVALUATION TEAM

The Office of Research and Engagement (ORE) provides support and strategic direction to faculty, staff, and students for research and creative endeavors resulting in scholarship, innovation, economic development, and community engagement. Fostering a culture of research integrity, ORE promotes a vigorous and robust learning environment, supports innovation, and facilitates reciprocal partnerships that transform the public research university for the 21st century, making a difference in the lives of students and the communities it serves.

The SERVE Center (SERVE) is a research, development, dissemination, evaluation, and technical assistance center that works closely with clients to understand their organizational context, then designs tailored services that result in timely, relevant, and responsive information to inform policies, programs, and practices. For the past 30 years, SERVE has worked with educational leaders and policymakers to improve youth, academic, and behavioral outcomes. SERVE conducts project evaluations for states, districts, schools, community-based organizations, and local government agencies. (See <https://serve.uncg.edu/> for more details regarding SERVE.)

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The Program Evaluation Standards, Second Edition (The Joint Committee on Standards for Educational Evaluation, 1994), the *Guiding Principles for Evaluators* (American Evaluation Association, 2004), and the *What Works Clearinghouse Standards* (Institute of Education Sciences, 2018) guide the evaluation work performed.

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EXECUTIVE SUMMARY

INTRODUCTION

The City of Winston-Salem and Forsyth County support the implementation of a research-based Cure Violence Model aimed at reducing gun violence. More specifically, grant funds were awarded to Neighbors for Better Neighborhoods (NBN) to implement and provide oversight for a localized initiative now known as Forsyth WINS. Forsyth WINS currently uses a three-pronged public health approach to local violence prevention by: (a) detecting and interrupting transmission, (b) treating those at highest risk, and (c) mobilizing the community to change norms. This evaluation report provides a summary of data, key findings, and recommendations after two years of Forsyth WINS programming.

IMPLEMENTATION EVALUATION KEY FINDINGS

The Year 2 evaluation shows fidelity of implementation of the Forsyth WINS programming to the core components of the Cure Violence Model. An assessment of six key Cure Violence constructs revealed that 61% (11 of 18) of the indicators for success were “on-target” and 39% (7 of 18) were “approaching” their targets. Despite several identified challenges (i.e., CommCare data entry, participant enrollment), Forsyth WINS experienced many successes during its second full year of implementation. Notable strengths of the program included: (a) staff retention rates, (b) creating a cadre of community volunteers, and (c) successfully passing the Cure Violence Global site certification process.

IMPACT EVALUATION KEY FINDINGS

KEY FINDINGS FROM WINSTON-SALEM POLICE DEPARTMENT CRIME DATA

Despite limitations—including a small number of geographic units, limited post-intervention follow-up, and the rarity of some outcomes—the findings from Year 2 offer promising early evidence of the Cure Violence Model’s potential impact in Winston-Salem. **During the second year of implementation, when the program was fully operational, the target neighborhood experienced a statistically significant decline in overall violent crime compared to the matched comparison neighborhood.** This decline was primarily driven by reductions in assaults, which represent the majority of violent incidents. While findings for gun-involved crimes were less conclusive, the results suggest that the Cure Violence Model may contribute to meaningful reductions in certain types of violence when implemented at scale. Continued monitoring will be essential to assess whether these patterns persist and whether broader effects emerge as the program matures.

KEY FINDINGS FROM COMMUNITY SURVEY

Wave 3 survey findings (n=48) indicate both encouraging progress and ongoing challenges within the community. Respondents were, on average, 23 years old, with approximately one-quarter of them enrolled in school. Educational attainment varied, with just over half having completed high

school or higher. Unemployment remained relatively high, with one-third of respondents not working; among those employed, a larger share worked part-time rather than full-time.

Community safety and neighborhood dynamics have shifted since Wave 1 (conducted in 2023). Reports of hearing gunfire and being shot at increased, while reports of having been stabbed decreased. Fewer respondents indicated that they had recently received help from a neighbor. However, interpersonal relations within neighborhoods showed improvement, with fewer residents reporting conflicts and a significant reduction in those who had no daily interaction with neighbors. Civic engagement demonstrated notable gains, as participation in anti-violence events more than doubled since Wave 1.

Views on safety varied. A slightly higher proportion of respondents perceived gang activity as common, and reports of being stopped or frisked by police increased. Feelings of safety at home during nighttime hours declined considerably, while perceptions of safety during the day improved modestly. Confidence in formal institutions strengthened, with fewer respondents indicating they could not rely on the police or community leaders for assistance. Willingness to contact police when witnessing a violent crime remained largely unchanged.

Overall, these survey findings identify shifts in community norms, particularly in reducing neighbor conflict, increasing civic participation, and building trust in formal institutions while underscoring the need to sustain and expand current initiatives to further enhance community safety, trust, and support.

KEY FINDINGS FROM COMMUNITY STAKEHOLDER INTERVIEWS

Based on feedback from community stakeholders, the Forsyth WINS initiative is recognized for its strong community presence, effective partnerships, and ability to build meaningful connections with residents. Community events and outreach activities have played a key role in raising awareness and increasing access to local resources. Moving forward, continued collaboration with local organizations could help expand the program's focus to address other critical forms of violence, such as domestic violence and structural violence linked to poverty and displacement. Stakeholders also emphasized the need to strengthen support for residents who have been relocated, improve coordination among service providers, and develop shared tools to help the community access resources more easily. These opportunities could significantly contribute to reducing community violence and further enhance the program's reach and lasting impact.

CONCLUSION

Year 2 evaluation data demonstrate promising findings regarding the implementation and effectiveness of the Forsyth WINS initiative; however, research indicates that it can take three to four years to fully operationalize an evidence-based program, practice, or effective innovation (Fixsen, et al., 2021). Therefore, it is important for Forsyth WINS to continue focusing on high-quality programming that meets the community's needs, as a means to improve program effectiveness and overall impact, while also seeking funding for expansion and sustainability. Forsyth WINS has shown that **public safety can include community members in both the prevention of and response to gun violence.**

FORSYTH WINS

YEAR 2 EXTERNAL EVALUATION REPORT

I. INTRODUCTION AND OVERVIEW

The City of Winston-Salem and Forsyth County support the implementation of a research-based Cure Violence Model aimed at reducing gun violence. More specifically, grant funds were awarded to Neighbors for Better Neighborhoods (NBN) to implement and provide oversight for a localized initiative now known as “Forsyth WINS.” The premise of the Cure Violence Model is that violence is a learned behavior that can spread through the community like an epidemic. Thus, Forsyth WINS is implementing a three-pronged public health approach to local violence prevention by: (a) detecting and interrupting transmission, (b) treating those at highest risk, and (c) mobilizing the community to change norms.

The University of North Carolina at Greensboro (UNCG) was contracted to provide both implementation and impact evaluation services to (a) assess the extent to which the local initiative’s programmatic activities align with the Cure Violence Model and (b) determine if there are any substantive shifts in attitudes, perceptions, and/or behaviors of program participants and/or among other members of the target community regarding violence. To do so, the UNCG evaluation team met with the Forsyth WINS team monthly to discuss the processes and expectations of the intervention implementation in the identified neighborhood, provide updates on the evaluation, obtain input, and share findings to inform ongoing implementation of the intervention.

This Year 2 report organizes evaluation findings as follows: Section II provides findings related to program implementation activities, Section III provides findings related to the impact of the Forsyth WINS initiative, and Section IV provides concluding thoughts and recommendations.

DESCRIPTION OF CURE VIOLENCE MODEL

The Cure Violence Model has been replicated in diverse settings across a variety of communities, cultures, and ethnic groups. According to *The Evidence of Effectiveness: Summary of Evaluations and Studies* (Cure Violence Global, 2022),¹ a total of 23 evaluation studies have been conducted documenting: (a) reductions in violent behaviors, shootings, and killings, and (b) positive shifts in community norms regarding violence and increases in conflict mediation. The Cure Violence Model prevents the spread of community-level violence by:

- interrupting the violence via hiring and working with trained staff who are credible members of the community to mediate potentially violent neighborhood conflict and prevent shootings,
- identifying and providing outreach to youth and young adults who are at the greatest risk for violence, and

¹ Source: <https://cvg.org/wp-content/uploads/2022/09/Cure-Violence-Evidence-Summary.pdf>

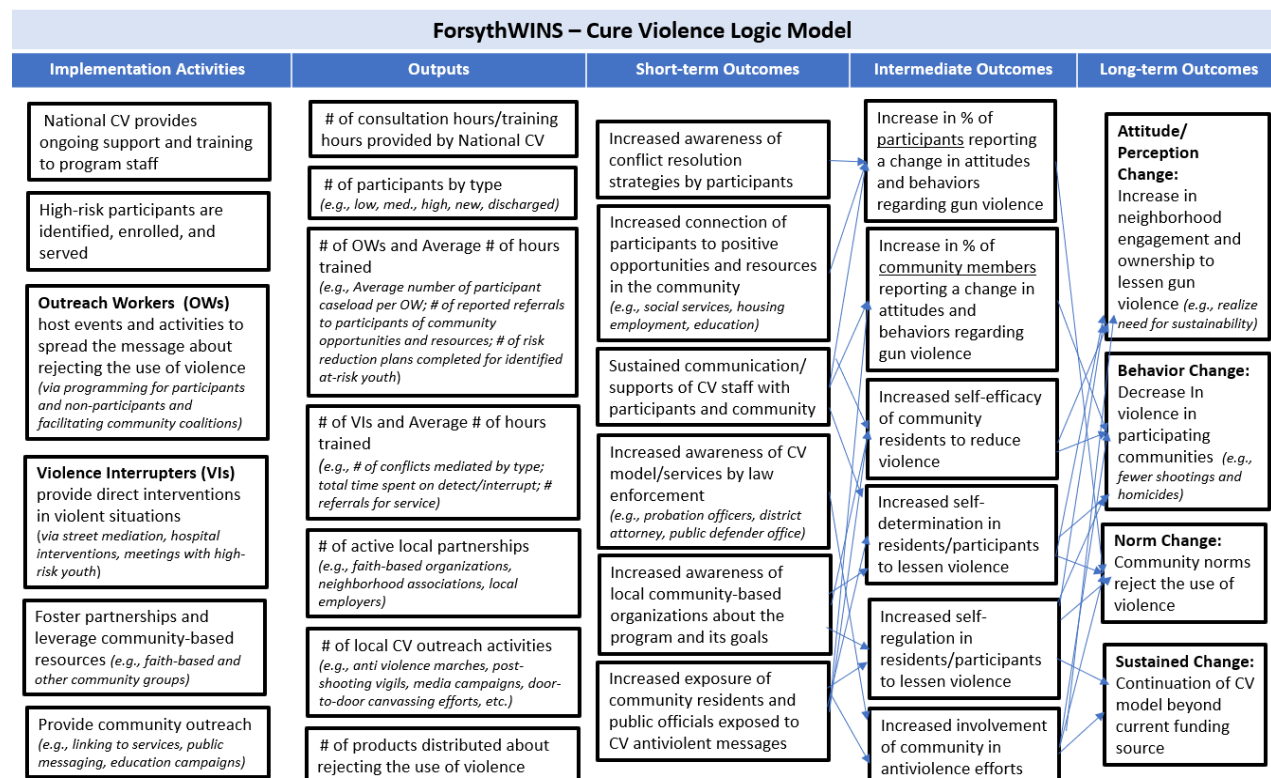
- changing cultural norms by providing opportunities for public awareness and advocacy efforts that promote non-violence.

FORSYTH WINS LOGIC MODEL

Prior to implementation, the UNCG evaluation team collaborated with NBN leadership and program staff to develop a logic model that provides an overview of the Forsyth WINS initiative and proposed outcomes (Figure 1). The program implementation activities align closely with the Cure Violence Model and include:

- Cure Violence Global staff providing ongoing support and training to program staff;
- high-risk participants being identified, enrolled, and served;
- Outreach Workers (OWs) hosting events and spreading the message about rejecting the use of violence;
- Violence Interrupters (VIs) providing direct interventions in violent situations;
- fostering partnerships and leveraging community-based resources; and
- providing community-based outreach. (See Appendix A for full Forsyth WINS logic model.)

Figure 1. Forsyth WINS Program Logic Model (Abridged)



EVALUATION OVERVIEW

UNCG was contracted by the City of Winston-Salem and Forsyth County to conduct both an implementation and impact evaluation. The evaluation team used a mixed methods approach to assess the potential effects of the program and to determine whether the program was implemented as intended. This section of the report provides an overview of the evaluation's guiding questions, data sources, and data analysis.

GUIDING QUESTIONS

To ensure the evaluation addresses the most important and relevant issues, the evaluation team identified a set of guiding questions for the implementation and impact evaluation. The questions guiding the **implementation evaluation** included:

- To what extent have Forsyth WINS implementation activities been implemented consistently and with fidelity (to the Cure Violence Model) in terms of intensity and duration?
- What factors enhance or impede Forsyth WINS implementation of the Cure Violence Model?
- What are stakeholders' perceptions regarding the advantages and/or disadvantages of implementing the Forsyth WINS initiative in the targeted community?

Questions guiding the **impact evaluation** included:

- How do community residents and stakeholders perceive violence in the Cure Violence study neighborhood?
- Is there a difference in the reported rate of violence between the targeted (Cure Violence study neighborhood) and the comparison neighborhood?
- To what extent has there been a reduction in violent crimes in the Cure Violence study neighborhood?

DATA SOURCES

The following data sources were used to collect both qualitative and quantitative data to measure the implementation fidelity of the activities and outputs/outcomes identified in the program's logic model (see Appendix A).

- **Project records** were provided by either Forsyth WINS leadership and/or the Cure Violence Global CommCare database.
- **Observations** were conducted of Forsyth WINS training meetings and community events.
- **Surveys** were administered to Forsyth WINS participants (see Appendix B) and community members in the target and comparison neighborhoods (see Appendix C).
- **Interviews/Focus Groups** were conducted with the Forsyth WINS Violence Interrupters, Outreach Workers, NBN leadership, city and county stakeholders, community residents, and identified representatives of community organizations that serve or offer resources in the targeted area (see Appendix D).

- **Secondary Data** was provided by the Winston-Salem Police Department (WSPD) for analysis regarding violent crimes and incidents.

DATA ANALYSIS

The interview/focus group data were analyzed thematically. The survey and secondary data were analyzed using descriptive statistics. (See Appendix E for more details regarding the impact evaluation methodology shared in the Baseline Report, May 2023.)

II. IMPLEMENTATION EVALUATION

In this section, all three implementation evaluation questions will be addressed.

1. To what extent have Forsyth WINS implementation activities been implemented consistently and with fidelity (compared to the Cure Violence Model) in terms of intensity and duration?
2. What factors enhance or impede the implementation of the Cure Violence Model?
3. What are stakeholders' perceptions regarding the advantages and/or disadvantages of implementing the Forsyth WINS initiative in the targeted community?

FIDELITY OF IMPLEMENTATION





In measuring fidelity of implementation (FOI), UNCG collaborated with NBN and Forsyth WINS to develop a rubric that helped assess the extent to which Forsyth WINS implemented the key activities of the intervention as intended. An overall FOI score was generated on an annual basis. More specifically, within each construct, evaluators indicated the extent to which the project met each of its indicators at the desired threshold: “on target,” “approaching,” “delayed/deferred,” or “discontinued.”

Available data from the start of program implementation to the end of Year 2 (i.e., June 30, 2025) are included in this report; however, it is important to note that the evaluation team compiled and shared a mid-year FOI memo with Forsyth WINS leadership in January 2025 to help support optimum alignment of its local efforts with the global Cure Violence Model.

This section summarizes the extent to which **six** key components of the Cure Violence Model were implemented by Forsyth WINS during Year 2.

1. Technical assistance from the Cure Violence national office
2. Enrolled participants
3. Outreach Workers (OWs)
4. Violence Interrupters (VIs)

FIDELITY OF IMPLEMENTATION RATINGS

On Target 	The services were implemented as intended and constraints were well managed. Milestones were successfully completed with limited modifications and schedule adjustments.
Approaching 	The services were implemented as intended and constraints were managed. Most milestones were completed with moderating modifications and schedule adjustments.
Delayed/Deferred 	Services were identified but not implemented as intended. Constraints presented challenges and milestones were not implemented as intended or will be delayed. Major modification and schedule adjustments are needed.
Discontinued 	Services were not implemented as intended. The activity was discontinued to changes or significant constraints.

5. Community partnerships and resources
6. Community outreach

A summary table is also included (at the end of Section II), which shows the FOI status for each of the key components and their indicators. (See Baseline Report and Appendix F for the FOI Matrix.)

CONSTRUCT 1: TECHNICAL ASSISTANCE FROM CURE VIOLENCE GLOBAL OFFICE

The first key component, technical assistance (TA) from Cure Violence Global, includes six inter-related activities: (1) training for Program Managers and governmental oversight agency, (2) VIRT Training for Outreach Workers and Violence Interrupters, (3) gaining access to Cure Violence (CV) technology resources, (4) training on use of CV CommCare data, (5) onsite technical assistance, and (6) virtual technical assistance, as needed. However, three of the six indicators were designed to measure programming in Year 1 only; thus, assessment of this construct in Year 2 focused on access to technology resources and technical assistance.

Due to more stabilized staffing, there was less CV training provided in Year 2 compared to Year 1; however, one training that stood out was the onsite visit in spring 2025 by two trainers who had not previously worked with the team. The new trainers canvassed the neighborhood with the Forsyth WINS staff and spoke to the team about the rising Latino population (a concern that the Program Manager had raised). In addition, during their visit, a shooting took place, so the trainers were able to observe how the team responded and interacted with the victims (who were not from Beat 222). The Forsyth WINS team indicated that this training session was extremely beneficial as it offered them a “fresh perspective,” which helped to better inform their work in the community and their data collection efforts.

In addition to training, CV Global continued to provide technical assistance and ongoing support/troubleshooting, as needed/requested by the Program Manager and Site Supervisor. CV Global met the virtual technical assistance target but fell short of the onsite technical assistance target for Year 2. CV Global also supported Forsyth WINS leadership during the Cure Violence Site Certification process, which took place in fall 2024. The site certification was determined by measuring indicators in five key areas (i.e., staff recruitment, training, program implementation, strategy/planning, and monitoring).



In sum, Forsyth WINS met two out of the three established targets of the Cure Violence Model for Construct 1 for Year 2; thus, implementation of fidelity for Construct 1 is classified as “**Approaching.**”

CONSTRUCT 2: ENROLLED PARTICIPANTS

The Cure Violence Model centers around support for individuals most at risk for participating in gun violence. To assess the FOI of enrolled participants, the evaluation team examined the program’s documentation regarding: (1) criteria for participant eligibility; (2) completion of the Risk, Needs, and Resilience (RNR) Assessment, and (3) participant interactions by staff. It should be noted that, due to confidentiality policies, the evaluators did not have direct contact with the program participants.

To be served by the Forsyth WINS initiative, prospective participants must meet a minimum of three of the following eligibility criteria:

- involved in street activity associated with violence,
- legal history of violence,
- personally injured by violence recently,
- friend, family, or group member injured by violence recently,
- in a group involved with street activities,
- access to a weapon, and/or
- within the target age range (i.e., ages 14 and 30 as indicated in the RFP).

Fidelity of implementation for this measure is determined by whether or not the target number of participants enrolled has been met. Participant recruitment began in August 2023. All enrollment data are housed in the Cure Violence Global CommCare database. Table 1 shows the number of active participants and the number of RNR assessments conducted by month. Since participant data have been entered into the database (i.e., starting October 2023), participant counts increased steadily through most of Year 1, and declined in May 2024 and June 2024. During Year 2, the number of enrolled participants ranged from a low of 15 in March 2025 to a high of 28 in both January and February 2025. Year 2 had an average of 24 enrolled participants per month, which was a 60% increase compared to Year 1.

According to the Cure Violence Database Monthly Report Guide (2023), “each outreach worker should have a caseload of 15 active participants by month 3 of employment.” Thus, with two Outreach Workers on staff since January 2024 or earlier, it was anticipated that the program would have a caseload of 30 active participants. While great strides have been made in terms of recruiting and enrolling participants in Year 2, this is an area in which the Forsyth WINS staff have continued to struggle.

The Forsyth WINS team faces challenges in enrolling the targeted number of participants due to difficulties in obtaining permission from high-risk individuals to be included in the caseload. Although many individuals work with the team, they often hesitate to formally join the caseload, leading to a lower count in the database. This discrepancy means the team may be servicing more individuals than officially recorded. Additionally, the system only allows high-risk individuals to be added, further complicating enrollment.

According to the Cure Violence Global guidelines, as part of the intake process, each active participant should have at least one RNR assessment per participant (with follow-up assessments conducted monthly as part of case management services). In Year 1, the number of recorded RNR assessments ranged from a low of zero in January 2024 to a high of 13 in June 2024—with an average of six assessments per month. In Year 2, the number of recorded RNR assessments ranged from a low of zero in December 2024 to a high of 22 in October 2024 and January 2025—with an average of 12 assessments per month.

In addition, Forsyth WINS staff also document the various types of participant interactions and/or case notes. In Year 1, the number of recorded participant interactions ranged from a low of zero to a high of 12—with an average of six interactions per month. In Year 2, the number of recorded participant interactions ranged from a low of zero to a high of 9—with an average of four interactions per month. The types of participant interactions recorded across the last two years included goal setting, mediating conflicts, obtaining referral services, skill building, and relationship building.

Table 1. Participant Intake, Assessment, and Interactions Reported for Year 2

Reporting Month	# Active Participants	# RNR Assessments	# Participant Interactions/Case Notes
July 2024	25	15	7
August 2024	25	16	9*
September 2024	25	3	6*
October 2024	26	22	0
November 2024	26	16	0
December 2024	26	0	6*
January 2025	28	22	9*
February 2025	28	18	4*
March 2025	15	11	0
April 2025	18	6	6
May 2025	21	6 ²	1*
June 2025	25	4	1
Year 2 Average	24	12	4
Year 1 Average	15	6	6

(* Data reported but not included in CommCare Monthly Report)

Source: Cure Violence Global CommCare Monthly Reports

In addition to its core focus on active participants, Forsyth WINS extends its reach to serve "participators." Participators are young individuals at high risk of gun violence who fall below the program's targeted age range.

According to Forsyth WINS staff, they consistently engage with 10-15 participators at any given time, who are not included in the official caseload. This approach is not unique to Forsyth WINS and aligns with practices observed in Cure Violence implementations in other metropolitan areas, such as Chicago.

Services for participators are provided with parental or guardian consent and primarily involve creating a safe space for these young people. Staff engage with participators through various activities, including playing football, maintaining a presence in their schools, and addressing their

TYPES OF FORSYTH WINS CLIENTS

Participants = Individuals at high risk of gun violence that are officially enrolled in the program and receive caseload services.

Participators = Individuals at high risk of gun violence that receive support services from the program but are not part of the official caseload system due to their young age.

² One OW resigned in May 2025 and it may have impacted the number of RNR assessments conducted and recorded for May and June.

practical needs. This support encompasses providing hygiene products, assistance with transportation, clothing, and access to job opportunities. By extending services to participators, Forsyth WINS broadened its preventive impact and fostered positive relationships within the community's younger demographic.

The participators are individuals at high risk of gun violence who receive much-needed services from program staff; however, they are not tracked in the CommCare system (like traditional participants). While the combination of active “participants” and “participators” would result in totals aligning with the Cure Violence Model, when looking at the participant counts only, the program is currently not on track to meet this expected goal. That said, this has been identified as a priority goal for the current Program Manager.



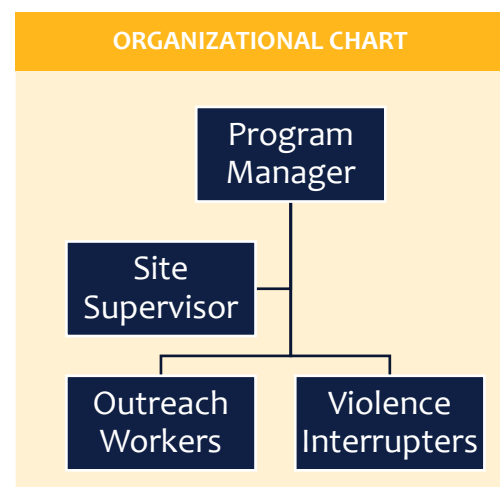
In sum, Forsyth WINS met one out of the three established targets of the Cure Violence Model for Construct 2 for Year 2; thus, fidelity of implementation for Construct 2 is classified as “**Approaching.**”

STAFFING

The next two constructs are about the core staff that community members would interact with in the target area (i.e. Beat 222). CV Global staff supported the pre-screening of all applicants and provided NBN interview questions and pre-interview strategies used in other locales such as walking the neighborhood with prospective candidates. The Cure Violence Steering Committee was also involved in the hiring process. The Sheriff attended one interview, and the Police Chief participated in the hiring panels. Both lent their expertise and insight into the process.

As a result, the hiring panel (NBN and Cure Violence Global leadership and Cure Violence Steering Committee) hired Winston-Salem residents who were familiar with and/or lived in Beat 222 and were prepared to implement a public health approach to reducing violence.

During Year 1 of programming, Forsyth WINS experienced high staff turnover rates. Various Outreach Workers and Violence Interrupters had been hired between March 2023 and March 2024. Initial training took place in May 2023, but due to a delay in the provision of services, training was repeated in November 2023 (when the current Program Manager was hired and trained). All staff received a minimum of three weeks of training. In addition, the Program Manager and Site Supervisor received an additional week of supervisory training that provided more detailed information on the expectations for the various roles and responsibilities.



According to Cure Violence Global, the staffing challenges encountered by Forsyth WINS during Year 1 were not unusual. They indicated that such challenges are characteristic of programs of this nature

due to two primary factors. First, it typically takes time for the program to establish itself in the community before attracting potential candidates with the necessary combination of lived experience and passion for violence prevention. As the program gains visibility and credibility, the right community members become more likely to show interest in Violence Interrupter or Outreach Worker positions. Second, building trust within the community is a gradual process. As trust develops over time, more qualified individuals may feel comfortable applying for these roles, recognizing the program's legitimate commitment to positive change.

This was indeed the case, and as a result, in Year 2, Forsyth WINS experienced more stable staffing at both the Program Manager level and Outreach Worker/Violence Interrupter level. Furthermore, there was a targeted effort to recruit volunteers to help assist staff in raising awareness of the initiative and providing referrals to services within the community. As a result, towards the end of Year 2, Forsyth WINS had recruited over 60 volunteers to help support its efforts.

CONSTRUCT 3: OUTREACH WORKERS (OWs)

While the Violence Interrupters are tasked primarily with intervening directly to stop the transmission of violence, the Outreach Workers are tasked with providing individual participants with access to and/or referrals to various resources available within the community. Fidelity is measured via four indicators: (1) hiring criteria developed, (2) ongoing monitoring and assessment of active participants, (3) daily entry of data, and (4) percentage of staff retained over the last six months. The goal of the OW is to provide high-risk participants with wraparound services that help alleviate challenges common in high-poverty neighborhoods and encourage positive alternatives to violent lifestyles. One respondent described the role,

The outreach worker's responsibility is just like a case worker is responsible for having an inventory of resources available for the participants. And the way [to build that] starts with the participants identifying what their needs are. And begin to coordinate and build those collaborations in relationships with agencies that can provide that support.

The fidelity of case management tracking is determined by (a) the types of information entered into the Cure Violence CommCare database (i.e., completion of participant goal reviews, monthly RNR assessments, and case notes) and (b) the frequency with which the data are entered into the database (i.e., daily or approximately 20 logs per month).

Forsyth WINS leadership reported having two OWs trained and on staff since January 2024 or earlier. The OWs were consistent throughout Year 2 programming (thus meeting the 75% retention target); however, a shift in staffing did occur in May 2025. Daily logs submitted by the current OWs ranged from 111–140 submittals each in Year 1 and 128–165 submittals each in Year 2. These ranges indicate that the OWs are very familiar with the daily log data entry process. However, while the OWs did not meet the 20 logs per month expectation, the set target does not take into account sick leave or vacation days.

According to the participant survey conducted in fall 2024, respondents (n=5) shared that they primarily worked with the OWs but also interacted with other Forsyth WINS staff, including the Site

Supervisor, Violence Interrupters, and Program Manager. Overall, in terms of interactions with Forsyth WINS, participants reported satisfaction with the personal skills and abilities of its staff members. More specifically, participants indicated satisfaction with the staff’s ability to: (a) help deal with difficult personal issues; (b) help resolve conflicts; (c) listen to their ideas, suggestions, and/or complaints; and (d) share information with them about violence in the area. When asked how the Forsyth WINS initiative could be improved, a participant indicated their desire for “more resources and outings.”



In terms of Construct 3, two out of the four indicators were on target for Year 2 (hiring criteria developed and percentage of staff retained), and two were not (daily entry and ongoing monitoring and assessment of active participants). Thus, the fidelity of implementation for this construct is classified as “**Approaching.**”

CONSTRUCT 4: VIOLENCE INTERRUPTERS (VIs)

To assess the FOI of VIs, the evaluation team examined four indicators: (1) hiring criteria developed, (2) ongoing monitoring of conflicts, (3) daily entry of data, and (4) percentage of staff retained over the past six months.

According to the National Cure Violence Model, one of the main goals of the program is to stop violent incidents through direct intervention. This work is primarily done by the VI staff members. Forsyth WINS staff members shared that prevention begins with building a relationship with people in the targeted neighborhoods, and they formed those relationships through their canvassing (being visible in the targeted neighborhood). One community partner shared that the connection between Forsyth WINS staff and the youth and community is clearly evident,

I remember some kids who didn't live in Rolling Hills actually came to Rolling Hills to see Forsyth WINS because they knew that they were down there. So, they are clearly making connections with adults and with children.

The VIs are in the targeted neighborhood daily. They meet with individuals who may be susceptible to participating in gun violence and try to stop further violence through conflict resolution. In addition, two VIs spend some time four days a week in neighborhood schools. Table 2 provides an overview of all staff hours reported for canvassing in the target area (Beat 222), number of non-participant referrals, and number of conflict mediations.

Table 2. Staff Hours Reported for Canvassing and Key Services Provided for Year 2

Reporting Month	# Hours Canvassing Target Area	# Non-Participant Referrals	# Reported Conflict Mediations
July 2024	224	4	1
August 2024	260	17	0
September 2024	204	14	0
October 2024	218	24	2
November 2024	202	14	0
December 2024	274	33	1
January 2025	252	51	1
February 2025	241	191	0

March 2025	256	202	0
April 2025	198	59	15
May 2025	137	2	5
June 2025	234	29	6
Year 2 Total	2,700	640	31
Year 1 Total	2,290	348	27

Source: Cure Violence Global CommCare Monthly Reports

Fidelity of violence identification and interruption tracking is determined by (a) the types of information entered into the Cure Violence CommCare database (i.e., number of conflict mediations and follow-up status) and (b) the frequency with which the data entered are into the database (i.e., daily or approximately 20 logs per month).

Daily logs submitted by the VIs ranged from 52–136 submittals each in Year 1 and 127–230 submittals each in Year 2. These ranges indicate VIs improved the frequency of their data log entries in Year 2. However, while the VIs did not meet the 20 logs per month expectation, as previously mentioned, the set target does not take into account sick or vacation days. Of the current VIs, all four have been employed by Forsyth WINS for at least one year (thus meeting the 75% retention target).

While the majority of Forsyth WINS participants have been African American males, 9% of participants were African American females. Thus, according to the participant survey conducted in fall 2024, when asked how the Forsyth WINS Program can be improved, one participant suggested a more diversified staff including “female Violence Interrupters ... more female staff”.



In sum, three out of the four Construct 4 indicators are on target for Year 2 (hiring criteria developed, ongoing monitoring of violence identification and tracking, and percentage of staff retained); thus, fidelity of implementation of Construct 4 is classified as **“Approaching.”**

CONSTRUCT 5: COMMUNITY PARTNERSHIPS AND RESOURCES

According to the logic model, Forsyth WINS is supposed to engage with community organizations and build meaningful partnerships. The fidelity of implementation for this component is determined by the (1) number of community workshops attended by Forsyth WINS staff and (2) number of intentionally formed partnerships. Community partnerships identified served one of two purposes: assisting in the recruitment of participants for Forsyth WINS or providing much needed resources to participants and the broader community.

According to the Cure Violence Global Site Certification Summary Report (October 2024),

Forsyth WINS Cure Violence program provides its participants with essential wraparound services through the extensive work of community partners it has established. Food insecurity and lack of educational, recreational, and mental health resources are noted disparities in the catchment area.

For example, Forsyth WINS considers Winston-Salem/Forsyth County Schools (WSFC) a key partner. The program has established a direct presence within the school system, with two VIs working at a

high school four days a week during their off-hours. This arrangement allows these key personnel to build and maintain meaningful connections with program participants in an educational setting, creating a bridge between the violence prevention efforts and the students' daily lives.

Furthermore, Forsyth WINS has established crucial partnerships with various community organizations and government agencies to provide much needed resources for participants. Forsyth County Health and Human Services and the Department of Social Services have emerged as key allies, actively participating and collaborating in community events and offering a wide range of essential services. These include dental services, food assistance, Medicaid, health screenings, and mental health services, addressing the holistic needs of program participants and community members. The City of Winston-Salem and Forsyth County play pivotal roles as well, not only providing funding and oversight for the program but also serving as second-chance employers, offering valuable opportunities for participants to reintegrate into the workforce.

A newly established partnership in Year 2 included the SOAR (Successful Outcomes After Release) program which helps individuals experiencing or at-risk of homelessness. Additionally, partnerships with organizations like the Urban League and Goodwill continued to provide employment prospects for Forsyth WINS participants.

Forsyth WINS also cultivated relationships with organizations that provide crucial support to its staff, enhancing their effectiveness and well-being. A notable example is the OWs and VIs training with Triad Restorative Justice. This initiative empowers people through restorative practices, advocacy, and community building to address conflict, minimize harm, and honor dignity and belonging.

Forsyth WINS staff also attended other organizations' events and activities on a consistent basis. Examples include but are not limited to: Opportunities to Love and Heal, gun violence initiatives such as "Rally Up Winston-Salem," and attending monthly meetings with the NC Community Violence Advocacy Coalition.

Those who participated in the community-based focus group session commended Forsyth WINS for helping community members connect to essential services. The program was seen as a bridge to organizations, resources, and supports that residents might not otherwise reach. One stakeholder mentioned this as a primary benefit for the community. They stated, "What has gone well is connecting the community to services..."



In sum, both Construct 5 indicators were **"On Target"** for Year 2 (i.e., attending at least 12 non-Forsyth WINS community-based events and increasing community partnerships).

CONSTRUCT 6: COMMUNITY OUTREACH

Fidelity of implementation for this key component is determined by: (1) number of Forsyth WINS planned community events and activities and (2) number of products distributed about reducing the use of violence. Forsyth WINS staff have engaged residents in the target area and spillage areas by hosting events while embedding non-violent messaging and providing educational materials,

working with partners to provide awareness on their specific services, and surveying attendees about their needs.

According to the Cure Violence CommCare database, the first event was held July 22, 2023, and was an introduction of the Forsyth WINS Program to the local community. The community-based focus group session indicated that the community events hosted by Forsyth Wins were viewed as highly effective in engaging residents, particularly in neighborhoods where trust and visibility have historically been limited. The events were well supported by county officials and partners including a County Commissioner and the former School District Superintendent. One stakeholder shared, “ I mean, the Superintendent was out there all the time, and so she's out there building that relationship with the children.”

Overall, Forsyth WINS hosted a total of 12 events in Year 1 and 10 events in Year 2. This decrease was due to multiple instances of inclement weather and conflicts with other major community events. Since the target goal was to provide a minimum of 12 community events annually, Forsyth WINS met its goal in Year 1, but not in Year 2.

Table 3. Community Events Reported for Year 2

Reporting Month	# Events	# Activity Hours	# Publications Disseminated at Event	# Event Attendance
July 2024	0	0	0	0
August 2024	2	9	57	112
September 2024	0	0	0	0
October 2024	2	9	47	428
November 2024	1	4	50	50
December 2024	1	5	100	331
January 2025	0	0	0	0
February 2025	1	6	100	112
March 2025	1	4	61	66
April 2025	0	0	0	0
May 2025	1	4	20	23
June 2025	1	8	13	12
Year 2 Total	10	49	448	1,134
Year 1 Total	12	54	483	1,057

Source: Cure Violence Global CommCare System, social media and evaluation team observations

In addition to a community fun day, a back-to-school celebration, and a toy drive, in Year 2, other events included: (a) Real Fathers Real Men, (b) Exquisite Ladies and Friends, (c) 100 Black Hoodies Against Gun Violence, (d) Mothers Loving on Mothers, and (e) Father’s Day Gun Preventions. One community stakeholder stated, that “they’ve had a lot of community cookouts..., and they’ve brought resources there.” Overall, Year 2 events served a total of 1,134 attendees and provided the opportunity to disseminate educational information promoting a safer environment for all residents.

Canvassing is another effective way for Forsyth WINS staff to communicate directly with community members. More specifically, canvassing allows staff members to engage with key individuals (those

who provide information about violence in the area) and to disseminate publications that align with identified community needs. Table 4 provides an overview of the community engagement outputs for Year 2.

Table 4. Community Engagement Reported for Year 2

Reporting Month	# Key Individuals Engagement*	# Total Individuals Engagement	# Individuals Receiving Publications	# Publications Disseminated
July 2024	194	700	660	1,101
August 2024	207	820	699	930
September 2024	156	641	542	739
October 2024	236	918	1,181	2,042
November 2024	215	683	653	1,180
December 2024	350	1,337	862	1,057
January 2025	220	783	879	1,525
February 2025	279	1,029	967	1,325
March 2025	307	1,192	939	1,216
April 2025	213	620	822	1,811
May 2025	138	431	573	854
June 2025	237	935	1,003	1,443
Year 2 Total	2,752	10,089	9,780	15,223
Year 1 Total	1,715	7,234	7,596	13,957

Source: Cure Violence Global CommCare Monthly Reports

* Note: The “**Key Individuals**” are key as it relates to violence in the community. They can be high-risk individuals or community members who provide information about the violence in the area.

In addition to in-person events and canvassing, Forsyth WINS has disseminated information and resources via a Facebook account (that was established in January 2024). The page promotes awareness of the program and its purpose, events, and highlights community/partner participation. As of the end of June 2025, the Forsyth WINS Facebook page had 655 followers (compared to 545 followers at the end of Year 1).

Additionally, Forsyth WINS developed a website that describes the purpose of the program, highlights staff—including photos, roles, and contact information—and provides information about office hours as well as when staff are in the community (Tuesdays through Saturdays 3-11 pm). The website provides two forms for community members to use to reach out, one for those needing support in mitigating violence and another for those who may be interested in learning more or getting involved in the program. Also, Forsyth WINS used social media to share program information, foster community engagement, and celebrate safer neighborhoods. Forsyth WINS posted 38 posts or reels to their Facebook page between July 1, 2024, and June 30, 2025. The posts/reels generated 429 engagements in the way of Likes, Comments, or Shares. (see Appendix J).










In sum, one Construct 6 indicator was not met (i.e., hosting at least 12 community events per year) while the other indicator was met (i.e., distributing information about rejecting the use of violence); thus, fidelity of implementation of Construct 6 is classified as “**Approaching.**”





















FOI SUMMARY













In Year 1 and Year 2 of Forsyth WINS programming, the evaluation team conducted a formal assessment of the FOI of the project. The previous sections have presented both a description of the activities that have been completed as well as a determination of whether fidelity of implementation is on target. Table 5 provides a summary of the extent to which the project met each of its indicators at the desired threshold for Year 1 and Year 2.

In Year 1, Forsyth WINS was “On Target” for three of the six constructs: Technical Assistance from the CV Global Office, Community Partnerships and Resources, and Community Outreach; and it was “Approaching” fidelity of implementation for Enrolled Participants, Outreach Workers, and Violence Interrupters. In Year 2, Forsyth WINS was “On Target” for Community Partnerships and Resources and “Approaching” for Technical Assistance from the CV Global Office, Enrolled Participants, Outreach Workers, and Violence Interrupters, and Community Outreach. An assessment of six key Cure Violence constructs revealed that 61% (11 of 18) of the indicators for success were “on-target” and 39% (7 of 18) were “approaching” their targets.

Table 5. FOI Summary

Key Component	Operational Definition	Expected Level of Implementation	FOI Status Year 1	FOI Status Year 2
1. Technical Assistance from Cure Violence National Office				
Training for Program Managers and Governmental Oversight Agency	CV Global provides operational and programmatic onboarding for program management and governmental oversight agency	CV Global provided 2 days of Program Manager training (Year 1 Only)		N/A (Year 1 Only)
VIRT Training for OWs and VIs	CV Global provides Violence Interruption and Reduction Training (VIRT) training for VI and OWs	CV Global provided 4 days of VIRT Training (Year 1 Only)		N/A (Year 1 Only)
Technology Resources	CV Global provides access to the CV technology	CV Global provided access to the CV technology (Annually)		
Training on Cure Violence (CV) CommCare Database	CV National provides database training on the CV CommCare Database	CV Global provided 1 day of database training (Year 1 Only)		N/A (Year 1 Only)
Onsite Technical Assistance	CV Global provides quarterly follow-up site visits/training to NBN/Forsyth WINS	CV Global visited NBN/Forsyth WINS (at least 3 times in Year 1 and 4 times in Year 2)		

Key Component	Operational Definition	Expected Level of Implementation	FOI Status Year 1	FOI Status Year 2
Virtual Technical Assistance	CV Global provides monthly support via conference calls (with the Program Manager only)	At least 12 phone calls were held with the Program Manager, as needed (Annually)		
2. Enrolled Participants				
Case Management Criteria	Criteria for case management	Transparent selection criteria developed for case management		
Forsyth WINS (FW) Participants	# of participants meeting selection criteria for the initiative (identified as high-risk)	Target population enrolled in Forsyth WINS case management		
Engagement of Participants	Engagement/participation of enrolled participants	Enrolled participants engaged with Forsyth WINS at least once a month		
3. Outreach Workers (OWs)				
Outreach Workers	Hiring criteria developed for Outreach Workers	Standardized hiring criteria developed for Outreach Workers		
Case Management Tracking	Ongoing monitoring and assessment of participants by OW staff members	90% of OWs enter case management data into the CV database		
Forsyth WINS Daily Reports	Daily data reports are entered in the CV CommCare Database	Staff enter data daily		
Program Staff Employment	Appropriate staff retained	75% of OWs were with the program for at least 6 months		
4. Violence Interrupters (VIs)				
Violence Interrupters	Hiring criteria developed for Violence Interrupters	Standardized hiring criteria developed Violence Interrupters		
Violence Identification and Interruption Tracking	Ongoing monitoring of violence identification/interruption in conflicts through mediation by VI staff members	90% of VIs enter conflict data into the CV database <i>(Note: There is no minimum requirement of interruptions a month)</i>		

Key Component	Operational Definition	Expected Level of Implementation	FOI Status Year 1	FOI Status Year 2
Forsyth WINS Weekly Reports	Daily data reports are entered in the CV CommCare Database	Staff enter data daily		
Program Staff Employment	Appropriate staff retained	75% of VIs were with the program for at least 6 months		
5. Community Partnerships and Resources				
Community Activities	# community workshops attended by Forsyth WINS staff (participation in community events)	Staff attended at least 12 community activities		
Forsyth WINS Community Partnerships	# of intentional city/county community relationships	Forsyth WINS increased its number of identified community partnerships		
6. Community Outreach				
Forsyth WINS Community Activities	# events & activities planned by Forsyth WINS staff	Staff provided at least 12 community activities		
Forsyth WINS Education Campaign	# Products distributed about reducing the use of violence	Forsyth WINS distributed information about rejecting the use of violence		

III. IMPACT EVALUATION

In this section, all three impact evaluation questions will be addressed.

- How do community residents and stakeholders perceive violence in the Cure Violence study neighborhood?
- Is there a difference in the reported rate of violence between the targeted (Cure Violence study neighborhood) and the comparison neighborhood?
- To what extent has there been a reduction in violent crimes in the Cure Violence study neighborhood?

INCIDENT-LEVEL CRIME DATA

The Winston-Salem Police Department provided incident-level data covering the period from January 1, 2018, through July 1, 2025, for both the target neighborhood (Beat 222) and the comparison neighborhood (Beats 112 and 121). Each record included the incident ID, date, time, address, beat assignment, firearm involvement flag, and a detailed crime classification (e.g., “Armed Robbery of a Person,” “Shooting into an Occupied Vehicle”).

Crimes were categorized as assault, robbery, or homicide based on the textual description of the crime classification. Incidents flagged as involving a firearm were additionally classified as gun-involved crimes. To support the second impact analysis question—whether there was a difference in the overall rate of violence between the target and comparison neighborhoods—a composite category, All Violent Crimes, was constructed to include all incidents classified as assaults, robberies, or homicides.

The analytic dataset covers 66 months of pre-intervention data (July 2018 to June 2023) and 24 months of post-intervention data (July 2023 to June 2025). During the first year of implementation (July 2023 to June 2024), program activities and staffing were still ramping up, and full implementation was not yet achieved. As a result, the effects on crime rates during this period may be muted. The second year (July 2024 to June 2025), when the program was fully operational, provides a clearer test of the impact of the Cure Violence Model.

Table 6 illustrates how the analytic time periods align with the program’s implementation timeline. The first row shows fiscal year-based time period labels. The second row lists the corresponding date ranges. The year immediately prior to program launch is labeled Baseline (July 2022 to June 2023). The final two rows show how time periods were coded in the primary and secondary analyses. Yellow cells indicate pre-intervention years, blue cells indicate post-intervention years, and the gray cell marks the official intervention start date.

Table 6. Time Periods and Date Ranges for Pre- and Post-Treatment

Time Period	Pre 4 Year	Pre 3 Year	Pre 2 Year	Pre 1 Year	Baseline	Intervention Start	Post 1 Year	Post 2 Year
Date Ranges	7/1/18 to 6/30/19	7/1/19 to 6/30/20	7/1/20 to 6/30/21	7/1/21 to 6/30/22	7/1/22 to 6/30/23	7/1/23	7/1/23 to 6/30/24	7/1/24 to 6/30/25
Primary Analysis	Pre	Pre	Pre	Pre	Pre		Dropped	Post
Secondary Analysis	Pre	Pre	Pre	Pre	Pre		Post	Post

OUTCOME CREATION

To assess trends in crime over time, the evaluation team constructed both monthly and yearly incident rates for specific crime categories. Monthly rates were used for more prevalent outcomes—assaults, gun-involved crimes, and all violent crimes (assault, robbery, and homicide)—to allow for finer-grained time series analysis. In contrast, yearly rates were used for less frequent outcomes—homicides and robberies—to reduce volatility and improve interpretability by aggregating across months. While the annual trends are presented descriptively only, the monthly outcomes are used in the impact analysis.

For each outcome, the evaluation team calculated incident counts within each area (Target or Comparison) and time unit (month or year). These raw counts were standardized by population size to produce incident rates per 1,000 residents, allowing for meaningful comparisons across neighborhoods of different sizes. The population estimates (Target = 3,536; Comparison = 3,232) were drawn from *Winston-Salem’s Cure Violence Baseline Report* (2023). Incident rates were calculated using the following formula:

$$\text{Incident Rate per 1,000 Residents} = \left(\frac{\text{Number of Incidents}}{\text{Population}} \right) \times 1,000 \quad (1)$$

Rates per 1,000 residents were selected for consistency and interpretability across both high-frequency and low-frequency crime types. All data cleaning, outcome construction, and analysis procedures were implemented in R.

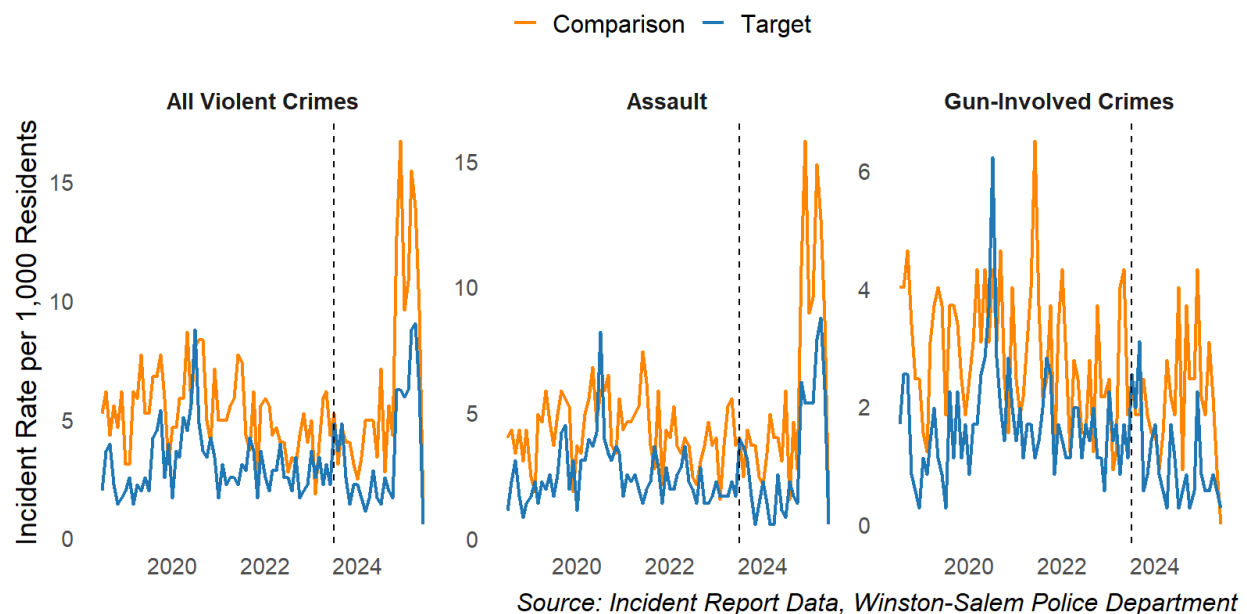
VISUALIZING CRIME TRENDS

To assess how crime patterns have changed over time in the area receiving the target area (Beat 222) compared to a similar area not receiving the target (Beats 112 and 121), we created a series of monthly time series plots, presented in Figure 2. These plots show standardized incident rates—how many crimes occurred each month per 1,000 residents—for three key categories:

- All Violent Crimes (includes assaults, robberies, and homicides)
- Assaults (any crime classified as assault)
- Gun-Involved Crimes (any crime flagged as involving a firearm)

Each line represents the monthly rate of incidents in either the target neighborhood (blue) or the comparison neighborhood (orange). Rates are adjusted for population size so that apples-to-apples comparisons can be made between places with different numbers of residents. The dashed vertical line in each plot marks the point in which the intervention began, which allows for a visual comparison of crime patterns before and after implementation.

Figure 2. Trends in Monthly Crime Rates per 1,000 Residents (2018-2025)
Comparison of Monthly Incident Rates Between Treatment and Comparison



When using time series data to evaluate an intervention, it is essential to confirm that the target and comparison neighborhoods followed similar trends before the intervention began. This assumption—known as parallel trends³—helps ensure a fair and meaningful comparison between groups. If crime patterns were already diverging prior to the intervention, it would be difficult to attribute any post-intervention differences to the intervention itself.

The left panel shows that the target neighborhood consistently had lower All Violent Crime rates than the comparison neighborhood. However, both areas moved in similar directions over time, suggesting that their trends were parallel. The middle panel (Assault) offers even stronger support for this assumption, with clear overlap in the trend lines prior to the intervention. This bolsters confidence that post-intervention changes are unlikely to stem from pre-existing trend differences.

For Gun-Involved Crimes (right panel), both neighborhoods experienced lower rates overall relative to assault. The comparison neighborhood consistently showed higher crime rates, but the shapes of the trend lines were generally aligned during the pre-intervention period—indicating stable relative differences between areas. Taken together, these visual patterns offer critical context for interpreting the impact analysis. Parallel trends in the pre-intervention period suggest that observed

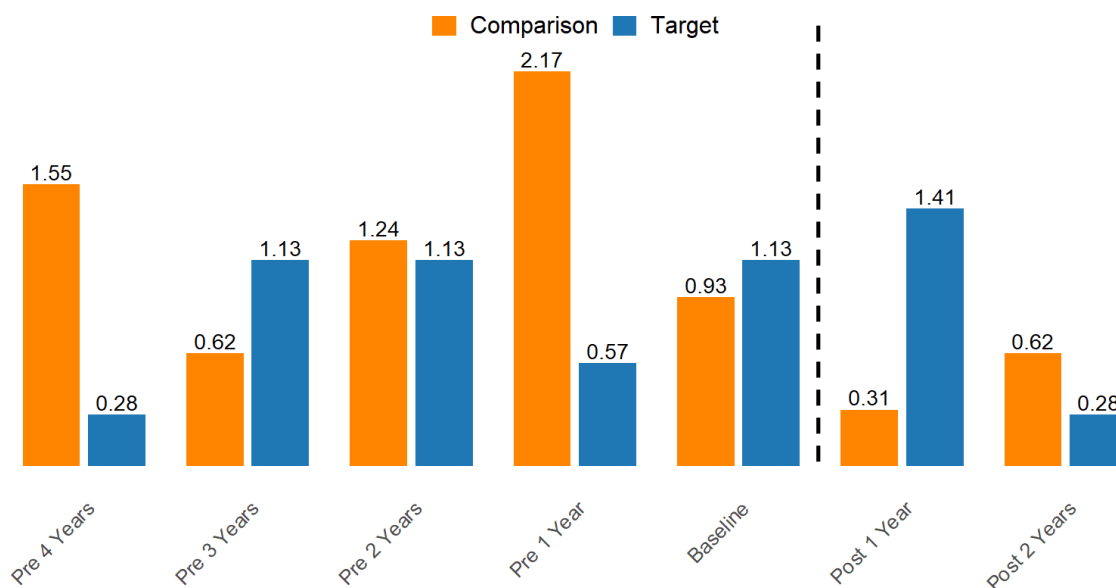
³ The evaluation team tested the parallel trends assumption using an event study specification with separate time-by-treatment interaction terms, including pre- and post-intervention periods. However, given the limited number of the use of a single treated and comparison unit, the resulting estimates were imprecise and underpowered. While the pre-treatment coefficients were not statistically significant, these results are not included in the report to avoid overinterpreting noisy estimates.

differences following July 2023 are more likely to reflect the effects of the Cure Violence intervention.

Due to the low base rates of homicides and robberies in the target neighborhood, a reliable statistical analysis for these outcomes could not be conducted. Instead, descriptive visualizations of recent trends are presented. While not suitable for formal inference, these plots offer useful context—particularly because these types of violent crimes are often especially salient to community members and stakeholders.

Figure 3. Annual Homicide Rates per 1,000 Residents (2018-2025)

Comparison of Yearly Incident Rates Between Target and Comparison Neighborhoods

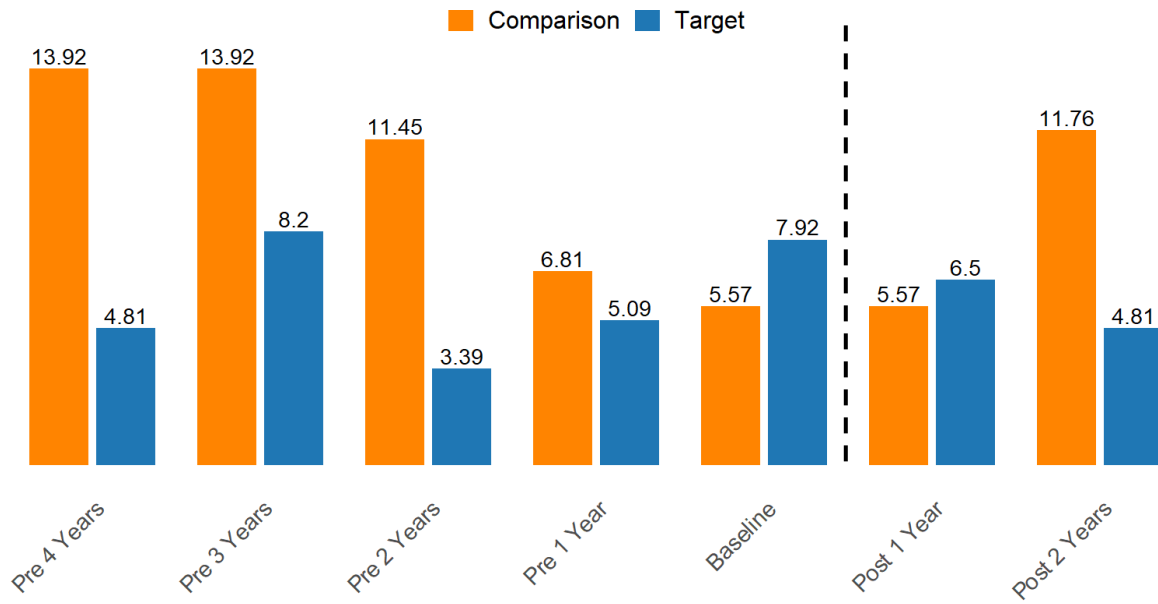


Source: Incident Report Data, Winston-Salem Police Department

Figure 3 displays annual homicide rates per 1,000 residents from 2018 to 2025 for the target neighborhood (blue) and the comparison neighborhood (orange). Numeric values above each bar represent the yearly rate. The vertical dashed line marks the official start of the Cure Violence intervention, distinguishing the pre- and post-intervention periods. Homicide rates were generally low across both neighborhoods throughout the study period. While some year-to-year fluctuations are visible, the rarity of homicide events makes it difficult to draw reliable conclusions about trends or intervention effects. These descriptive comparisons are intended to provide contextual insight rather than support formal statistical inference.

Figure 4. Annual Robbery Rates per 1,000 Residents (2018-2025)

Comparison of Yearly Incident Rates Between Target and Comparison Neighborhoods



Source: Incident Report Data, Winston-Salem Police Department

Figure 4 shows annual robbery rates per 1,000 residents between 2018 and 2025 for the target neighborhood (blue) and the comparison neighborhood (orange). Numeric values above each bar indicate the yearly rate. The vertical dashed line marks the start of the Cure Violence intervention, separating the pre- and post-intervention periods. Robbery rates were consistently higher in the comparison neighborhood throughout the study period. While the target neighborhood showed some fluctuation, the comparison area experienced a sharp increase in the most recent year. Given the relatively low counts in the target area, these figures are presented descriptively to offer contextual information rather than to support causal inference.

IMPACT ANALYSIS METHODOLOGY

To estimate the effect of the intervention on crime rates, the evaluation team employed a two-unit difference-in-differences (DiD) framework. This approach compares changes in crime rates in the target neighborhood (Beat 222) before and after the intervention to corresponding changes in matched comparison neighborhood (Beats 112 and 121). This helps isolate the effect of the Cure Violence Model by using the comparison neighborhood to approximate what would have happened in the absence of the intervention. Analyses were conducted separately for monthly outcomes (assault, gun-involved crimes, and all violent crimes). The basic specification is:

$$Rate_{it} = \beta_0 + \beta_1 Target_i + \beta_2 Post_t + \beta_3 (Target_i \times Post_t) + \delta_t + \varepsilon_{it}, \quad (2)$$

Where:

- $Rate_{it}$ = crime rate per 1,000 residents in area i at time t
- $Target_i = 1$ if area i is the target area; 0 otherwise
- $Post_t = 1$ if time t occurs after the intervention; 0 otherwise
- $Target_i \times Post_t$ = interaction term capturing the DiD effect
- δ_t = time fixed effects (e.g., months for monthly outcomes, yearly intervals for yearly outcomes)
- ε_{it} = error term

The coefficients are interpreted as:

- β_0 : the average baseline crime rate in the comparison neighborhood before the intervention
- β_1 : the baseline difference in crime rates between the target and comparison neighborhoods (pre-intervention)
- β_2 : the overall time trend in the comparison neighborhood (i.e., how crime changed after the intervention, even without target neighborhood)
- β_3 : the DiD estimator, which represents the causal effect of the intervention on crime rates, assuming parallel trends

For each outcome of interest, the evaluation team estimated a difference-in-differences model using ordinary least squares (OLS) with Newey-West robust standard errors, which adjust for serial correlation (i.e., when crime in one period is related to crime in previous periods) and heteroskedasticity (unequal error variance across time). These adjustments improve the reliability of the standard errors and statistical inference. A lag length of six was used for monthly outcomes to account for autocorrelation across half-year windows. Importantly, the lag length refers to the number of prior time periods included in the standard error correction—not to any shifting of the outcome or time variable itself. Each outcome was modeled separately using crime rates standardized per 1,000 residents.

PRIMARY IMPACT ANALYSES

The primary analyses focus on the second year of the Cure Violence intervention (Post 2 Year: July 2024 to June 2025). For each outcome—gun-involved crime, assault, and all violent crimes (which include assaults, robberies, and homicides)—a difference-in-differences (DiD) regression model was estimated. To isolate the Year 2 effect, the Post 1 Year period (July 2023 to June 2024) was excluded from the analysis to avoid contaminating the pre-intervention baseline with any early or partial impacts. Monthly crime rates were used rather than annual rates to increase statistical power and provide a more detailed view of changes over time.

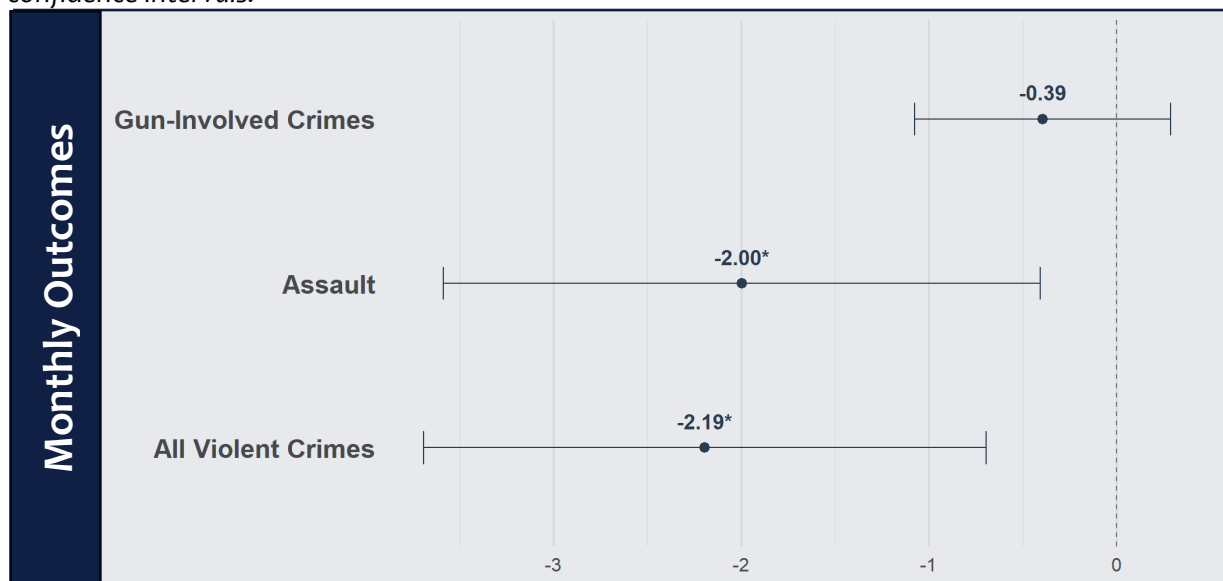
This model compares how crime rates changed over time in the target area (where the Cure Violence Model was implemented) relative to changes in a matched comparison area that did not receive the intervention. The key question it addresses is: Did crime decline more in the target area than in the

comparison area? If so, that difference is interpreted as the estimated effect of the Cure Violence intervention.

Figure 5 shows the results. Each dot represents the estimated change in crime per 1,000 residents during the second year of the Cure Violence intervention. The horizontal lines reflect 95% confidence intervals, which indicate how precise the estimates are. If a line crosses zero, it indicates that the difference may be due to chance and is not statistically significant.

Figure 5. Estimated Impact of the Intervention on Crime Rates in Post 2 Year

Each point shows the estimated change in crime per 1,000 residents. Horizontal lines show the 95% confidence intervals.



Note. * indicates statistical significance at $p < 0.05$. Confidence intervals are based on Newey-West robust standard errors.

There are significant reductions in both assaults (-2.00 per 1,000) and all violent crimes combined (-2.19 per 1,000). The reduction in gun-involved crimes (-0.39) was not statistically significant, but the estimate still points in a promising direction. These findings suggest that the Cure Violence Model, as implemented in Winston-Salem, contributed to meaningful reductions in violent crime—particularly assault—during its second year of implementation.

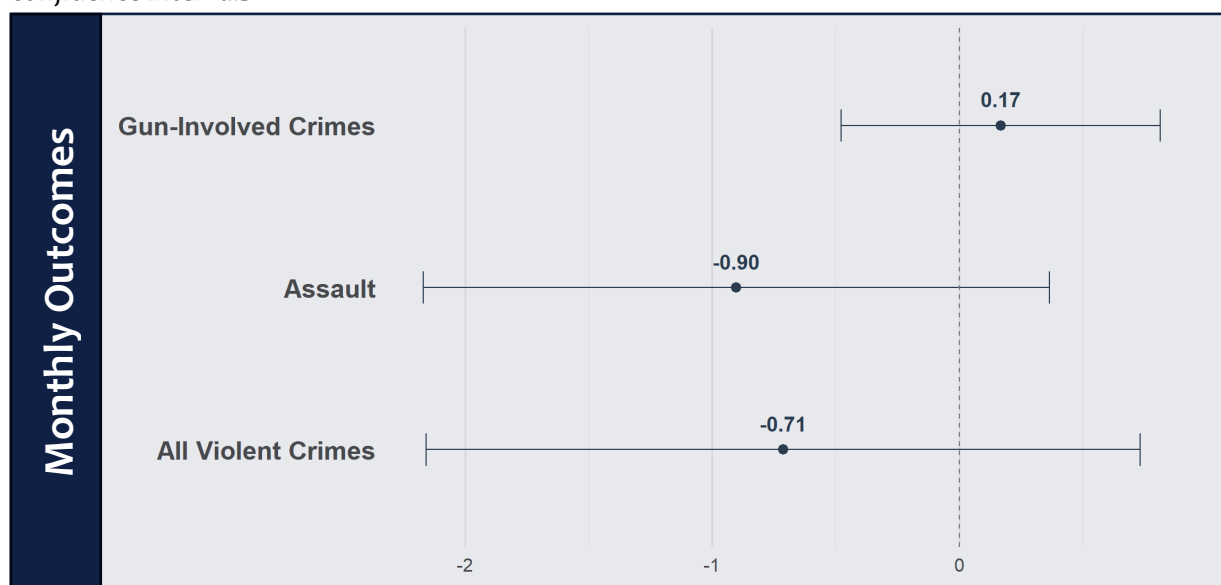
SECONDARY IMPACT ANALYSES

The secondary analysis was designed to assess the potential effects of the Cure Violence intervention across its first two years of implementation (July 2023 to July 2025). Because program activities and staffing were still ramping up during the first year, the full effects of the intervention would not necessarily be expected to appear right away. Instead, these results offer a broader view of how crime rates may have shifted during the early implementation period.

Figure 6 summarizes the estimated change in each crime outcome. As with the primary analysis, each point shows the estimated change in incidents per 1,000 residents, and the horizontal lines represent 95% confidence intervals. Estimates with confidence intervals that cross zero are not considered statistically significant.

Figure 6. Estimated Impact of the Intervention on Crime Rates in Post 1 and 2 Years

Each point shows the estimated change in crime per 1,000 residents. Horizontal lines show the 95% confidence intervals.



Note. Asterisk indicates statistical significance at $p < 0.05$. Confidence intervals are based on Newey-West robust standard errors.

Among the monthly outcomes, none of the estimated changes reached statistical significance. For gun-involved crimes, the model estimated a slight increase of 0.17 incidents per 1,000 residents, but the confidence interval includes both increases and decreases, suggesting considerable uncertainty. For assault, the estimate indicated a decline of 0.9 incidents per 1,000 residents. For the composite measure combining all violent crimes, the estimated decrease was 0.71 per 1,000 residents. Although both assault and composite outcomes suggest potential reductions, their confidence intervals overlap zero, meaning the observed changes could reflect normal fluctuations rather than intervention effects.

LIMITATIONS OF IMPACT ANALYSIS

There are several important limitations to consider when interpreting the findings from this study. Most notably, the analysis includes only one target area and one comparison area. This small sample size limits statistical power—that is, the ability to detect true effects—and restricts how broadly the findings can be generalized. With only two units, the ability to adjust for unmeasured differences between areas or to conduct detailed subgroup and robustness analyses is limited.

Second, some of the crime outcomes—particularly homicide and robbery—are rare events. When base rates are low, even a single incident can substantially shift the calculated rate, potentially creating the appearance of a large change. This volatility also reduces the ability to detect modest but meaningful effects without a longer follow-up period or a larger geographic sample. For these reasons, homicide and robbery outcomes are presented descriptively rather than through statistical models.

Third, the analysis relies on a key assumption of the difference-in-differences (DiD) approach: that, in the absence of the intervention, the target and comparison areas would have followed similar trends over time. This “parallel trends” assumption was assessed using pre-intervention data, which showed that, in general, the areas exhibited similar patterns. However, with only one treatment and one comparison site, it is not possible to fully rule out the possibility that an unobserved factor—unrelated to the intervention—contributed to post-intervention differences.

Finally, the Cure Violence program was still ramping up during the first year of implementation. As a result, the primary analysis focused on the second post-intervention year, when the intervention was more fully operational. A secondary analysis combined both post-intervention years to offer a broader view of potential effects over time. However, any impacts observed in that combined model may be dampened by the slower rollout in the initial year. Additionally, the relatively short follow-up period means the full effect of the intervention may not yet be observable—many community violence initiatives require sustained implementation before producing long-term change.⁴

CONCLUSION OF PRIMARY IMPACT ANALYSIS

Despite several analytic limitations—including a small number of geographic units, limited post-intervention follow-up, and the rarity of certain outcomes—the Year 2 findings provide encouraging early evidence of the Cure Violence Model’s potential in Winston-Salem. **The analysis identified statistically significant reductions in overall violent crime rates in the target neighborhood relative to the matched comparison area during the second year of implementation, when the program was fully operational.** This reduction was primarily driven by declines in assaults, which make up the majority of violent crime incidents. While findings for gun-involved crimes were less definitive, the results suggest that the intervention may contribute to reductions in specific types of violence when implemented at scale. Continued monitoring will be critical to assess whether these effects persist and whether broader impacts emerge as the program matures.

WINSTON-SALEM COMMUNITY SURVEY DATA SUMMARY

In spring 2025, UNCG partnered with the organization *Our Opportunity to Love and Heal* to hire two community data collectors. *Action4Equity* served as their fiscal sponsor. *Our Opportunity to Love and Heal* is a not-for-profit organization dedicated to “cementing a better future for all.” As the organization explains, “Our mission is to organize, galvanize, educate, and mobilize through community-driven solutions to end gun violence in Winston-Salem.” *Action4Equity* is a Black-led, intentionally multi-racial coalition of parent and family leaders, activists and accomplices, moral obligators, and philanthropists “building a movement to achieve justice through an educational equity policy framework.”

⁴ Source: Blase, K., Fixsen, D., Timbers, G., & Wolf, M. (2001). Active implementation frameworks for program success. Chapel Hill: University of North Carolina at Chapel Hill, Frank Porter Graham Child Development Center.

The two community data collectors were from Winston-Salem and had knowledge and familiarity with the target and comparison neighborhoods. They participated in a data collection training led by the evaluation Co-PI, Dr. Erica Payton-Foh.

The training consisted of the following information:

- Introduction to the Cure Violence Model/Intervention
- Community Data Collection Overview
- Survey Items
- Equipment (i.e., how to use the iPads and Wi-Fi hot spot devices)
- Survey Sites
- Safety Procedures
- Survey Administration
- Practice/Role Play Activity
- Survey/Interview Scripts
- Scheduling weekly check ins to moderator progress
- Q&A

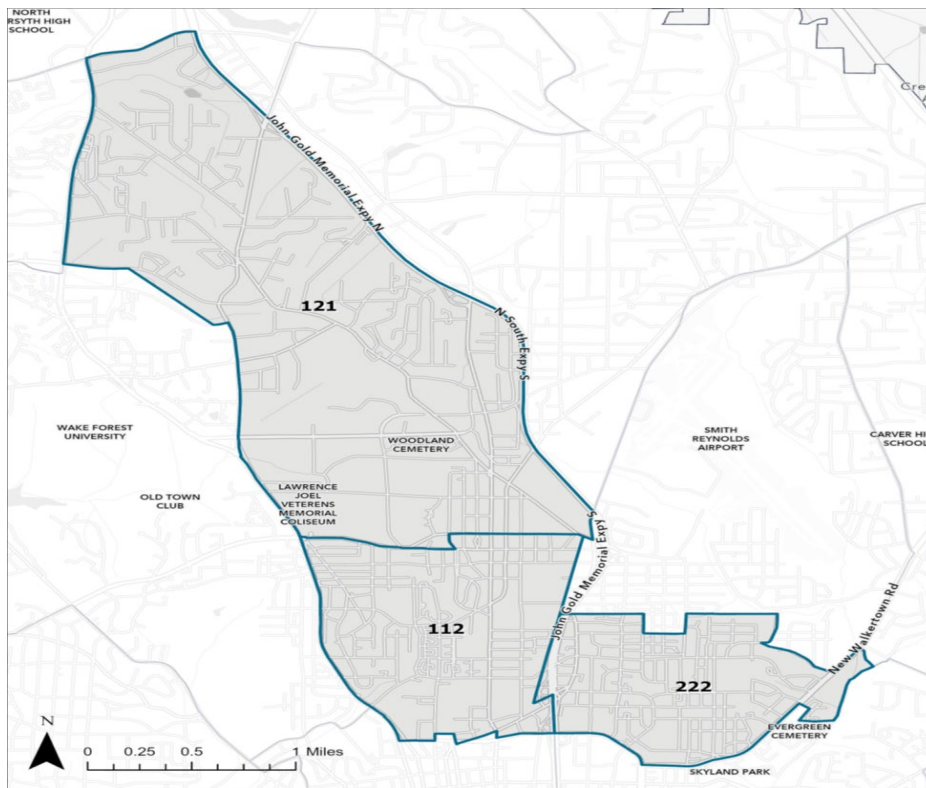
NEIGHBORHOOD SURVEY DATA COLLECTION PROCESS

Using the John Jay College of Criminal Justice (2014–2016) NYC-Cure Survey Instrument, the third wave of survey data collection was conducted in both Beat 222 and the comparison neighborhood to assess shifts in knowledge, skills, attitudes, and behaviors towards anti-violence. Community data collectors administered surveys at pre-selected sites in both the intervention and comparison areas.

In the third wave of data collection, males 18–30 years of age and those who reside in either the Cure Violence study neighborhood (Beat 222) or the comparison neighborhood (Tract 400) were invited to take the survey. All completed surveys were collected via convenience sampling. Each survey participant received a \$20 Food Lion gift card for their participation. The community data collectors collected data in the mornings starting at 10:00 a.m. until the evenings at 5:30 pm. Two survey sites were selected based on places where males within the target age range were known to visit on a frequent basis.

It is important to note that between Year 1 and Year 2, there have been significant changes in the target neighborhood. Due to relocation efforts in the target neighborhood, 134 families currently reside in the Cleveland Avenue Homes neighborhood. A total of 39 Cleveland Avenue residents relocated to the Brown School Loft at Legacy Heights. Prior to these relocation efforts, a total of 244 families resided in the Cleveland Avenue Homes neighborhood.

Figure 7. Map of Treatment and Comparison Neighborhoods



NEIGHBORHOOD SURVEY WAVE 3 FINDINGS

In accordance with the requirements of the Winston-Salem and Forsyth County Evaluation RFA, as previously indicated, UNCG used a slightly revised version of the John Jay College of Criminal Justice (2014–2016) NYC-Cure Survey Instrument to measure attitudes towards violence and other factors that have been shown to moderate violent behavior. Using the process described in the previous section of this report, the data collectors gathered 48 completed survey responses from residents in the catchment area.

DEMOGRAPHICS OF SURVEY SAMPLE

- The average age of respondents in the catchment area was 23 years old.
- A total of 23% of respondents indicated they were currently in school.
- In terms of educational attainment:
 - 23% have not graduated from high school,
 - 31% have graduated from high school or have earned a GED, and
 - 17% have attended college (with 19% completing a 2-year degree and 6% completing a 4-year degree).
- A total of 33% of respondents indicated they were unemployed; however, of those that were employed, 33% worked part-time and another 23% worked full-time.

PERSONAL VICTIMIZATION RATES AND OBSERVED PREVALANCE OF GUNS IN THE NEIGHBORHOOD

- In Wave 1, a total of 20% of the respondents indicated they had been stabbed compared to a total of 13% in Wave 3.
- In Wave 1, a total of 35% of the respondents indicated they have been shot at (i.e., even if they were not hit) compared to a total of 42% in Wave 3.
- In Wave 1, a total of 60% of the respondents indicated they had heard at least one gunshot within the past 12 months compared to 89% in Wave 3.

According to the survey responses, although there was a reported increase in hearing gunshots within the last 12 months (29% increase), and being shot at (7% increase), survey respondents reported a decrease of ever being stabbed by 7%.

NEIGHBORHOOD INTERACTIONS/SOCIAL TIES

This section provides an overview of the survey findings regarding neighborhood social interactions; more specifically, respondents reported: (a) conflicts with neighbors, (b) helping neighbors, (c) communication with neighbors, and (d) civic engagement.

- Conflicts with neighbors.** A total of 39% (compared to 56% in Wave 1) of respondents reported recent conflict with a neighbor (with 10% reporting conflict within the past week).
- Helping neighbors.** When respondents were asked when the last time a neighbor had helped them, 74% (compared to 91% in Wave 1) reported a neighbor had recently helped them (with 40% reporting this occurrence in the past week).
- Communication with neighbors.** When respondents were asked how many of their neighbors they speak with on a daily basis, 25% (compared to 28% in Wave 1) reported one or two, 27% (compared to 11% in Wave 1) reported three to five, and 13% (compared to 23% in Wave 1) reported six or more. However, 10% (compared to 40% in Wave 1) reported they do not speak to any neighbors on a daily basis.
- Civic Engagement.** Less than half of the respondents (46%) indicated they had not attended anti-violence events (e.g., marches and/or rallies) in their neighborhood in the last 12 months. However, there was a 31% increase among respondents that did indicate attending anti-violence events between Wave 1 and Wave 3 findings (50% in Wave 3 compared to 19% in Wave 1).

According to Wave 3 survey responses, there was a notable reduction in the percentage of respondents reporting conflict with their neighbors (a 17% decrease from Wave 1). However, there was also a decline in the percentage of respondents who reported recently receiving help from a neighbor (a 17% decrease). In terms of daily interactions, respondents in Wave 3 were far less likely to report not speaking to any neighbors (10% in Wave 3 vs. 40% in Wave 1), indicating stronger social connections. Regarding civic engagement, while nearly half of respondents still had not attended an anti-violence event in the past year, attendance increased substantially, with participation rising from 19% in Wave 1 to 50% in Wave 3.

PERCEPTIONS OF SAFETY

Perceptions of safety were measured by asking respondents about the extent to which (a) gang activity was prevalent, (b) they had been stopped or frisked by the police, and (c) they felt safe at home.

- a. **Gang Activity.** A total of 71% (compared to 45% in Wave 1) of respondents indicated it was “common for people to belong to street gangs, crews, or sets in the neighborhood.”
- b. **Interactions with Police.** A total of 35% (compared to 28% in Wave 1) of respondents indicated they have been stopped or frisked by the police.
- c. **Feeling Safe.** A total of 29% (compared to 18% in Wave 1) did not feel safe at home during the night and 17% (compared to 23% in Wave 1) did not feel safe at home during the day

Survey respondents from Wave 3 were more likely to perceive gang activity as common in their neighborhood (a 26% increase compared to Wave 1). Reports of being stopped or frisked by police also increased (a 7% rise compared to Wave 1). Feelings of safety at home during the night declined, with 29% of respondents reporting they did not feel safe at night (compared to 18% in Wave 1). In contrast, daytime safety perceptions improved slightly, with 17% reporting they did not feel safe during the day compared to 23% in Wave 1.

CONFIDENCE IN FORMAL INSTITUTIONS

The survey asked respondents to rate their level of confidence in support from various formal institutions.

- 24 (compared to 41% in Wave 1) indicated they could not count on the police to help.
- 21 (compared to 40% in Wave 1) indicated they could not count on community leaders (e.g., politicians, ministers, former gang members) to help.

Survey respondents were also asked, if “you saw someone being beaten up or shot at, would you call the police to report the crime?”

- 29% indicated “yes, probably” or “yes, definitely” (compared to 33% in Wave 1).
- 29% indicated “no, probably not” or “no, definitely” (compared to 35% in Wave 1).
- 42% indicated “not sure” (compared to 33% in Wave 1).

Survey respondents from Wave 3 were less likely to say they could not count on formal institutions for help. Reports of lacking confidence in the police dropped from 41% in Wave 1 to 25% in Wave 3, and reports of lacking confidence in community leaders decreased from 40% to 20% over the same period. Willingness to call the police if witnessing a violent crime remained relatively stable, with 29% indicating they would “probably” or “definitely” call (compared to 33% in Wave 1) and 29% indicating they would “probably not” or “definitely not” call (compared to 35% in Wave 1).

INDIVIDUAL COMMUNITY STAKEHOLDER INTERVIEW MAJOR FINDINGS

Only male residents ages 18–30 in the Cure Violence treatment neighborhoods or comparison neighborhoods were eligible to take the community survey. To provide additional context on

community engagement, resources, and other indicators of community impact (e.g., awareness of violence prevention programs such as Forsyth WINS and current and future community engagement activities), the evaluation team conducted a virtual focus group session on June 4, 2025. The session gathered insights from community leaders, grassroots organizers, and residents regarding the Forsyth WINS violence prevention initiative. Participants represented a range of perspectives, including nonprofit organizations, local government, and residents of neighborhoods directly affected by the program.

The session lasted approximately 1 hour and 24 minutes and was guided by a semi-structured interview protocol. The discussion focused on perceptions of community violence, Forsyth WINS program outcomes, challenges in implementation, stakeholder engagement, and sustainability. All participants provided verbal consent, and the session was audio-recorded for transcription and thematic analysis. Transcripts were reviewed using a qualitative thematic analysis approach. Major themes were identified through iterative coding, with emphasis on recurring patterns and participant-generated insights. Verbatim quotes were selected to support each theme.

For those unable to attend the live session, the evaluators also facilitated an asynchronous, survey-based focus group. Participants in this format were invited to complete an emailed survey consisting of the same questions used during the virtual session. This approach allowed for the collection of additional perspectives in a flexible, written format. In total, 17 community stakeholders participated in the focus group process (n=4 community residents, n=6 community partners/volunteers, and n=7 representatives from community organizations).

KEY TAKEAWAYS FROM COMMUNITY FOCUS GROUPS

The following themes reflect the key concerns, insights, and experiences shared by community stakeholders during the focus group and survey-based sessions. These themes highlight complex layers of community violence, resource gaps, and opportunities for deeper engagement and collaboration in violence prevention efforts.

PROGRAM STRENGTHS

1. Bringing Resources into the Community

Participants consistently acknowledged Forsyth WINS for helping community members connect to essential services. The program was seen as a bridge to organizations and supports that residents might not otherwise reach. Exemplar quotes from community stakeholders included:

- *What has gone well is connecting the community to services..., even if it's something as simple as a Medicaid application.*
- *Keep that going—highlighting of information and bringing those things into the community.*

2. Building Awareness Through Community Events

Community events hosted by Forsyth WINS were viewed as effective in engaging residents, particularly in neighborhoods where trust and visibility have historically been limited. These events

provided opportunities to increase awareness of available resources. Exemplar quotes from community stakeholders included:

- *They've had a lot of community cookouts... and they've brought resources there.*
- *At least it shines the light on the realities of need.*

3. Creating a Sense of Presence

Forsyth WINS was recognized for its consistent visibility and engagement in communities that have often been overlooked. This reliable presence helped build familiarity and laid the groundwork for future connections.

- *Forsyth WINS does a good job at bringing community outside in their own space... It's a good model of bringing community together.*

PROGRAM OPPORTUNITIES

1. Creating Space for Cross-Sector Collaboration

Although partnerships are still evolving, Forsyth WINS has started to create opportunities for nonprofits, agencies, and grassroots groups to work together more effectively. Participants emphasized this as a key area for further growth. Exemplar quotes from community stakeholders included:

- *We're starting to talk about whole person care...; how can we try to address all parts of a person and all parts of their experiences?*
- *Let's do some community fairs... where we're all together sharing what we offer.*
- *We need more investment in resident-led initiatives... I see a real opportunity to align our goals with Cure Violence.*

2. Raising Awareness of Systemic Issues Beyond Gun Violence

Participants noted that Forsyth WINS can play a valuable role in continuing conversations about the many forms of violence affecting communities—including domestic abuse, housing instability, and poverty. These conversations point to the deeper structural issues that shape community violence. Exemplar quotes from community stakeholders included:

- *We don't talk enough about domestic violence, child abuse... the things that aren't gun-related. We need to interrupt those cycles too.*
- *Just because you move someone from one zip code to another doesn't mean the violence stops—it just becomes less visible.*
- *Violence happens every day when basic needs aren't met. Hunger, joblessness, being displaced—that's where it starts.*

IV. CONCLUDING THOUGHTS AND RECOMMENDATIONS

SUCSESSES

This section outlines the key successes achieved by Forsyth WINS over the past two years of implementation. The main successes discussed are volunteer recruitment, focus on professional learning, youth engagement, and positive branding.

VOLUNTEER RECRUITMENT

Over the past year, Forsyth WINS staff have leveraged community events to raise awareness about their work and recruit community members to support the initiative's goals. These events also helped ensure the community felt comfortable reaching out to the team when issues arose. Attendees were encouraged to become program volunteers, and Forsyth WINS held informational sessions to train them. These sessions covered the history of Cure Violence, its key components, and its work in Beat 222. By involving volunteers in planning summer programs and community events, Forsyth WINS increased resident engagement and prepared the community for program sustainability.

FOCUS ON PROFESSIONAL LEARNING

According to the Cure Violence Site Certification Report (October 2024), Forsyth WINS staff completed the required training, reflecting a commitment to staff development and preparedness. Over the last year, Forsyth WINS staff have not only participated in Cure Violence Global professional development opportunities, but they were also provided other professional learning through NBN and the NC Office of Violence Prevention. These professional learning opportunities increased the staff's sense of expertise and created positive interactions with state leaders and similar North Carolina initiatives.

YOUTH ENGAGEMENT

From the beginning, there was ambiguity about the target age of the participants. The crime data showed that offenders were getting younger, but the age range proposed for participants skewed to young adults. Regardless, team members continued supporting the youth by providing basic needs and serving as positive role models. One staff member shared,

The police are going to police..., and our kids are going to be locked up for just doing stupid stuff because nobody's around to mentor and train them and just keep it under control. The police are not hired to mentor kids. They're hired to take you to jail... So we just have to figure out a way where we can reach some of those kids that we know are starting some of this trouble, because it's going to get worse if they don't have the right people in place.

Thus, the Forsyth WINS office became a safe place where young people could meet and get a snack; in addition, some were even referred to other local programs. Furthermore, they were exposed to team members who were either from the neighborhood or familiar with it and could relate to their

experiences. Staff indicated that their ability to relate to the youth was seen as a key factor in their effectiveness.

POSITIVE BRANDING

Throughout the initiative, Forsyth WINS made great strides in building awareness about the program through community engagement, mostly through hosting community events and disseminating anti-violence and safer community materials. As indicated in the Cure Violence certification report, “Residents readily recognize staff and respond to them...; multiple staff have an apparent high level of influence in the community.” Community members recognize the staff because they are consistently canvassing and show up at crucial times in community members’ lives. Additionally, Forsyth WINS maintains a webpage and Facebook page, using social media to showcase their accomplishments and promote their events. In Year 2, Forsyth WINS created branded t-shirts and hoodies for community volunteers and distributed them in Beat 222.

CONSIDERATIONS

There were both **ongoing** and **new** challenges that Forsyth WINS faced in Year 2. This candid assessment of difficulties encountered serves to identify areas where adjustments or additional resources may be needed to enhance the program's efficacy. By acknowledging these barriers, the program demonstrates its commitment to transparency and continuous improvement.

DATA ENTRY

Data entry continues to be a challenge for the program. Staff reported using their personal phones to enter data and, thus, experienced mobile compatibility issues and system-level glitches. Staff also indicated missed opportunities for data entry. For example, during Year 2, staff stated that they did not have a clear understanding regarding the distinction of what constitutes a “reportable incident.” Thus, the spring 2025 booster training from Cure Violence Global helped them recognize the importance of documenting all levels of intervention, not just major incidents.

Furthermore, staff also expressed that the data collected in the CommCare system did not always capture the impact of the services they provided to the community. For example, one staff member shared that they had a participant record a testimonial video. The staff member stated that the participant’s positive comments regarding the support he received from Forsyth WINS “gave me chills.” The program participant said, “Listen, I came out of jail from doing seven years, and they [Forsyth WINS] sat me down and did an application with me. I got a job. Now I know what I wanna do in life.” The staff members said, “Like, he has a whole plan. And he was so real about what he got from the program. So, I think we got to get more of that [real-life impact stories].”

Lack of information and lagging data were increasingly apparent after the program received their Site Certification; however, Cure Violence Global and project leadership continue to troubleshoot and encourage staff to complete their entries in a timely manner.

RESOURCES

Another ongoing challenge was the disparity between participant needs and available resources. Forsyth WINS participants are not only high-risk, but they also have exceptional needs. As previously noted, the staff are providing wraparound services that not only include helping participants access employment and health services, but they often help transport the participants to these related activities. In addition, when staff are canvassing and responding to neighborhood calls, they are using personal vehicles. As the severity of needs becomes more apparent, and the risk to staff is also identified, it may be time to revisit how the program can enact policies and procedures to safeguard their team. This may include policies on the use of personal vehicles and resources. It could mean an investment in an organizational vehicle.

RELATIONSHIP WITH LATINO COMMUNITY

In this project, the focus was on young males in Beat 222; but during implementation, it became evident that there was also a need to engage with the Latino community. The Census data identified the changing demographics of the neighborhood (Beat 222 = 20% Hispanic). To that end, the Program Manager met with several Hispanic-serving community-based organizations but had not made inroads. However, during the last Cure Violence Global training, two facilitators began the process of educating the team about the culture, gangs, and how best to build rapport with the Latino community. One team member shared their observation of the increase in gangs, “I’ve definitely come across a lot of Hispanic gangs right in this community through the schools, through the juvenile justice system... This definitely has been growing.”

As this initiative continues to expand, the inclusion of Latino males should be seen as an opportunity for growth.

RECOMMENDATIONS

LEVERAGE UNDERSTANDING OF COMMUNITY NEEDS

Based on information from the community focus groups, the Forsyth WINS team had great success with their community events and dissemination of needed information. It is possible that the team could expand on the work they are already doing and develop a centralized, easily accessible information hub where community members, organizations, and violence prevention partners can share resources, upcoming events, and collaboration opportunities. This shared repository could be regularly updated and widely promoted to ensure that information flows smoothly across the community. This would mean an expansion of the original mission of Forsyth WINS but also speaks to the “reach” that program staff have within the broader community.

CONTINUE GROWING PARTNERSHIPS

When this initiative began, it was noted that there were several nonprofits working in Beat 222 and some even focused on violence prevention. But there was tension over who had been awarded the

contract for implementation, and that led to some resistance in partnering with NBN/Forsyth WINS. Those relationships have evolved, and one staff member shared,

We do continue a wonderful relationship with organizations that carry our same objective... Effort and result in numbers, and that's proven. So, what we also do is see how we can benefit each other..., and we have to also keep focused that our main objective is the eradication of gun violence. So, when you really break that down. We can all coexist, right?

Forsyth WINS has gained a foothold because these organizations all want to see positive change in the neighborhood, but the meaningful partnerships should remain a focus. As a community-based initiative, this work cannot happen without the buy-in of community members and partnering organizations who can provide additional services to participants. The team has strengthened ties with local groups and made new connections, but these new connections have to be nurtured in order to be sustained.

EXPANSION BEGS FOR CLARITY

The sustainability of the Cure Violence Model in Forsyth WINS involves careful consideration of staffing and what expansion really means. If funding remains the same, the team cannot hire additional staff to cover spillage areas without neglecting Beat 222. It is crucial not to stretch the team too thin, as neglecting Beat 222 could reignite gun violence. Expansion requires assigning individuals with credibility and relationships in the new areas, following the **same** rigorous hiring and screening process as Beat 222. If no additional funding is available, maintaining the integrity of the current program is recommended.

Expansion requires a plan. It is not just about relocating existing staff to a new police beat; it demands the same thoughtful planning that was applied during the original implementation in Beat 222. This means conducting a new needs assessment, analyzing police data, and performing a community walk-through to evaluate current community resources. Given that Cure Violence is intensive part-time work, it is crucial to ensure that staff have the necessary time and resources to be effective in multiple police beats.

The dedicated staff have shown unwavering commitment to this work, driven by their lived experiences, empathy, and consistency. One respondent shared the importance of staff having strong ties to the neighborhood,

[The work] was really personal for them because they're from Cleveland Ave. Many of them, and they were like, we got to do something, and the team that we have are very passionate about the youth, about saving the youth..., about changing the norm, changing violence in the area, preventing violence.

The staff members urge decision-makers to recognize the immense value of this model and to support the continuation and thoughtful expansion of the program. By investing in this initiative, they believe Winston-Salem will see safer, more resilient communities.

SUSTAINABILITY

The main recommendation for sustainability is to maintain momentum and avoid any gaps in service, as layoffs or delays can disrupt progress and make it difficult to rebuild relationships. Continuous support and focus are crucial, even when areas seem to have cooled off. Regular check-ins and reminders to stay vigilant are important to prevent issues from resurfacing. Additionally, sharing experiences and best practices helps the team avoid past mistakes and stay on track.

The County has indicated a commitment to sustaining Forsyth WINS with the Cure Violence Model. NBN and Public Health have submitted at least three grant proposals for additional funding to sustain the work moving forward in the Cleveland Avenue neighborhood. In addition, Public Health included the initiative in its budget. While these funds may not be enough to scale up, it will support the current work. In sum, Forsyth WINS has shown that **public safety can include community members** in both the **prevention of** and **response to** gun violence.

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Fixsen, D. L., Blase, K. A., Timbers, G. D., & Wolf, M. M. (2001). In search of program implementation: 792 replications of the Teaching Family Model. In G. A. Bernfeld, D. P. Farrington, & A. W. Leschied (Eds.), *Offender rehabilitation in practice: Implementing and evaluating effective programs* (pp. 149–166). John Wiley & Sons Ltd.

Data Resources

DHHS, Chronic Disease and Injury Section - Injury and Violence Prevention Branch - <https://injuryfreenc.dph.ncdhhs.gov/DataSurveillance/ViolentDeathData.htm>

APPENDICES

Appendix A: Logic Model

Appendix B: Forsyth WINS Participant Survey

Appendix C: Winston-Salem Community Survey Protocol

Appendix D: Interview and Focus Group Protocols

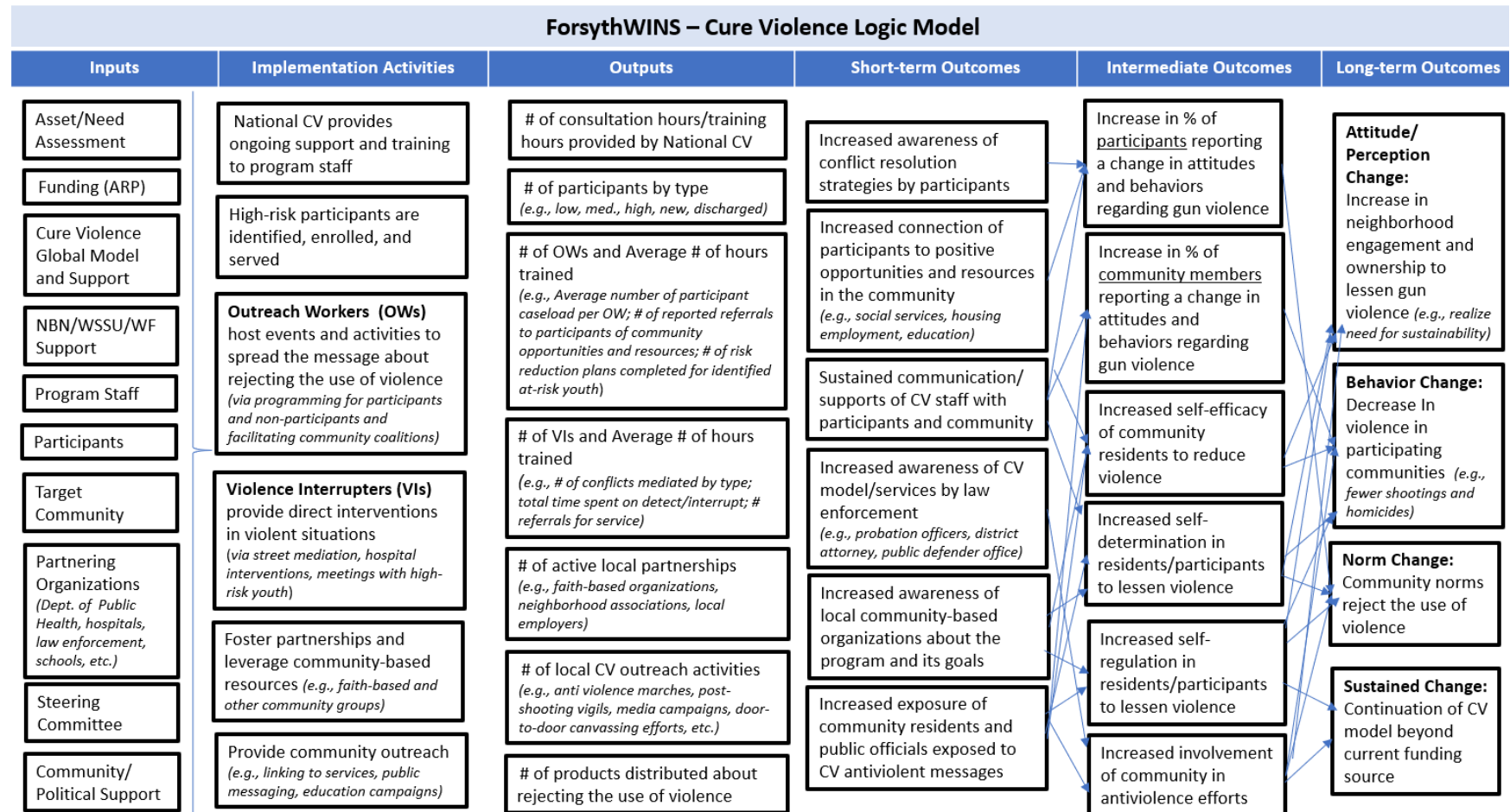
Appendix E: Impact Evaluation Methodology (Baseline Report, May 2023)

Appendix F: Forsyth WINS Fidelity of Implementation (FOI) Matrix

Appendix G: Community Survey Response Tables

Appendix J: Examples of Forsyth WINS Social Media Postings – July 2024-June 2025

APPENDIX A: LOGIC MODEL



APPENDIX B: FORSYTH WINS PARTICIPANT SURVEY

Participant Consent

Forsyth WINS is interested in learning more about the implementation and impact of their services. This survey is designed to measure your experiences with their program.

Why are you asking me to complete this survey?

We are asking you to complete this survey because you are a current Forsyth WINS participant.

What will you ask me to do if I agree?

We will ask you to complete an anonymous survey. The survey will take about 10 minutes to complete. You do not have to respond to a question if you do not want to.

How will you keep my information confidential?

This survey is anonymous. Data from this survey will be stored on University of North Carolina at Greensboro (UNCG) servers with access restricted to the UNCG evaluation team members.

What if I do not want to take the survey?

You have the right to refuse to take the survey, it will not affect you in any way.

If you have any questions about the survey, please contact Karla Lewis Strong at info@serve.org.

☐ I AGREE

☐ I DON'T AGREE

Neighborhood and Personal Safety

1. Thinking about the last six months, indicate the extent to which you agree/disagree with each of the following statements.

	Strongly Agree	Agree Somewhat	Disagree Somewhat	Strongly Disagree
I feel safe in my neighborhood.				
Violence is a serious problem in my neighborhood.				
Shootings are a serious problem in my neighborhood.				
I frequently hear gunshots in my neighborhood.				

2. If you hear gunshots in your neighborhood. How frequently do you hear gunshots?

- ☐ Once a month
- ☐ More than once a month
- ☐ More than once a week

3. Please indicate “yes” or “no” for the statements below.

	Yes	No
Do you personally know someone who has been shot or shot at?		
Have you ever been shot or shot at?		
Do you know of anyone who has died due to gun violence?		

Awareness of Forsyth WINS Program

4. Please check “yes” or “no” for the statements below.

	Yes	No
I understand the purpose of the Forsyth WINS Program.		
I know how to reach Forsyth WINS staff.		

5. How did you hear about the Forsyth WINS Program? (check all that apply)

- ☐ Forsyth WINS staff
- ☐ Social Worker
- ☐ Probation Officer
- ☐ Flyer/Poster
- ☐ Community Event
- ☐ Family/Friend
- ☐ Department of Public Health
- ☐ ARCH – Hospital-Based Violence Intervention Program
- ☐ Successful Outcomes After Release (SOAR)
- ☐ Other (Please Specify) _____
- ☐ I do not remember

Support from Forsyth WINS Program Staff

6. How long have you been a participant in the program?

- ☐ 3 months or less
- ☐ 4 months to 1 year
- ☐ more than 1 year

7. Which Forsyth WINS staff have you worked with? (check all that apply)

- ☐ Outreach Worker
- ☐ Violence Interrupter
- ☐ Site Supervisor
- ☐ Program Manager
- ☐ Other: _____

8. How satisfied are you with the personal skills and abilities of Forsyth WINS staff?

How satisfied are you with the staff's ability to...	Very Satisfied	Somewhat Satisfied	Somewhat Dissatisfied	Very Dissatisfied	Not Applicable
...help you deal with difficult personal issues?					
...help you resolve conflicts?					
...listen to your ideas, suggestions, and/or complaints?					
...share information with you about violence in your area?					

9. Which services have Forsyth WINS staff referred you to? (check all that apply)

- ☐ Health care services (physical health, dental, mental health services, other _____ etc.)
- ☐ Housing assistance services (Housing Authority, etc.)
- ☐ Food pantry
- ☐ Transportation

- ☐ Employment agencies
- ☐ Legal Services
- ☐ Parole and/or probation support
- ☐ Continuing education supports (Winston-Salem Forsyth County Schools, Forsyth Technical Community College, etc.)
- ☐ Other _____[fill in the blank]

10. Which services have Forsyth WINS staff directly supported you with? (check all that apply)

- ☐ Food (provided food during check-ins, bought food for you and/or your family, etc.)
- ☐ Clothing (provided clothing)
- ☐ Transportation (provided transportation to appointments)
- ☐ Parole and/or probation support (been present during a parole/probation hearing)
- ☐ Educational support (visiting schools, attending meetings with school counselors, etc.)
- ☐ Vocational/employment support (found programs for you to enroll in)
- ☐ Other _____[fill in the blank]

Conflict Management

11. Has Forsyth WINS staff provided you with training about how to deal with conflict peacefully?

- ☐ Yes
- ☐ No
- ☐ Do not know

If you answered Yes, please answer questions 12.a. and 12.b.

If you answered No or Do not know, please skip to question 13.

12.a. Since being trained on conflict management, have you ever stepped in to resolve a conflict the way Forsyth WINS staff does?

- ☐ Yes
- ☐ No
- ☐ Situation did not arise

12. b. What did you do to resolve the conflict? (open-ended response)

Impact

13. How helpful is the Forsyth WINS Program?

How helpful has the Forsyth WINS Program been in assisting you with...	Extremely helpful	Very helpful	Somewhat helpful	Not helpful	Does not apply
... issues dealing with anger.					
... issues with drinking and/or drugs.					
... parenting issues.					
... issues you have because of a felony record.					
... issues with parole/probation.					
... problems getting out of a gang/cliue.					

14. Please check how much you agree/disagree with each of the following statements.

<i>Since participating in the Forsyth WINS Program, I believe I have improved my ability to...</i>	Strongly Agree	Agree Somewhat	Disagree Somewhat	Strongly Disagree	Does not apply
... make it through stressful situations.					
... cope with grief and loss.					
... collaborate with other people.					
... lead other people.					

15. Please check how much you agree/disagree with each of the following statements.

	Strongly Agree	Agree Somewhat	Disagree Somewhat	Strongly Disagree	Does not apply
Overall, I am very satisfied with the services/resources provided to me by the Forsyth WINS Program.					
I think Forsyth WINS staff are very connected to what is happening in the neighborhood.					
I believe the Forsyth WINS Program has made a real impact in reducing and/or preventing violence in our neighborhood.					
I believe the Forsyth WINS Program has had a positive impact on my life.					
I believe the Forsyth WINS Program has made a positive impact in my neighborhood.					

16. In your own words, what aspect(s) of the Forsyth WINS Program has impacted you and/or your neighborhood the most? (open-ended response)

17. In your own words, how might the Forsyth WINS Program be improved? (open-ended response)

Background

18. In general, where do you spend most of your time? (select all that apply)

- ☐ near Cleveland Avenue
- ☐ East Winston
- ☐ West Winston
- ☐ South Winston
- ☐ Downtown Winston
- ☐ Waughtown
- ☐ another neighborhood: _____

19. Which neighborhood best describes where you live?

- ☐ near Cleveland Homes
- ☐ near Piedmont Circle
- ☐ on or near Cleveland Avenue
- ☐ another neighborhood: _____

19.a. How long have you lived there?

- ☐ less than 6 months
- ☐ 6 months to 1 year
- ☐ 1 year to 3 years
- ☐ more than 3 years

Winston-Salem CURE Violence Community Survey

Start of Block: Introduction and Consent

Q1 Are you between 18-30 years old?

- ☐ No (1)
- ☐ Yes (2)

Q2 Do you live in this area? (refer to map)

- ☐ Yes (22)
- ☐ No (23)

Start of Block: Introduction and Consent

Q3 You are participating in a project that may increase general knowledge on the effectiveness of community efforts to reduce violence. If you have any questions or concerns after completing this survey, you can contact Dr. Erica Payton Foh, Co-Principal Investigator, at 336-344-5532 or edpayton@uncg.edu.

Q4 Do you agree to participate in this survey?

- ☐ Decline (1)
- ☐ I accept (2)

Skip To: End of Survey If Do you agree to participate in this survey? = Decline
End of Block: Introduction and Consent

Start of Block: Demographic Questions

Q5 What is the highest level of education you completed?

- ☐ Less than high school (1)
- ☐ High school or GED (2)
- ☐ Some college (3)
- ☐ Degree: 2-year college or technical degree (4)
- ☐ Degree: 4-year college or higher (5)
- ☐ Not sure/Decline (6)

Q8 When was the last time a neighbor helped you?

- ☐ Within the last week (1)
- ☐ Between a week and a month ago (2)
- ☐ More than a month ago (3)
- ☐ Never (4)
- ☐ Not sure/Decline (5)

Q9 When was the last time you had a conflict with a neighbor?

- ☐ Within the last week (1)
- ☐ Between a week and a month ago (2)
- ☐ More than a month ago (3)
- ☐ Never (4)
- ☐ Not sure/Decline (5)

Q10 Have you ever been shot at (even if you weren't hit)?

- ☐ No (1)
- ☐ Yes (2)

Q12 Have you ever been stabbed?

- ☐ No (1)
- ☐ Yes (2)

Q14 How many of your neighbors do you speak with on a daily basis?

- ☐ (1)
- ☐ (2)
- ☐ (3)
- ☐ (4)
- ☐ (5)
- ☐ (6)
- ☐ or more (7)
- ☐ Not sure/Decline (8)

Q18 In the last 12 months, how many times have you been stopped and/or frisked by the police?

- ☐ (1)
- ☐ (2)
- ☐ (3)
- ☐ (4)
- ☐ (5)
- ☐ (6)
- ☐ or more times (7)
- ☐ Not sure/Decline (8)

Q17 In the last 12 months, how many times have you heard gunshots in your neighborhood?

- ☐ (1)
- ☐ (2)
- ☐ (3)
- ☐ (4)
- ☐ (5)
- ☐ (6)
- ☐ or more times (7)
- ☐ Not sure/Decline (8)

Start of Block: Neighborhood Safety

Q81 In this section of the survey, the following questions will be ask you about neighborhood safety and your level of confidence in formal institutions. I am going to ask you about neighborhood safety and your level of confidence in formal institutions.

Q85 When violence breaks out can you and your neighbors count on the Winston-Salem Police Department to help?

- ☐ Yes, definitely (1)
- ☐ Yes, probably (2)
- ☐ Not sure (3)
- ☐ No, probably (4)
- ☐ No, definitely (5)

Q86 When violence breaks out can you and your neighbors count on community leaders (e.g. politicians, ministers, former gang members, etc.) to help?

- ☐ Yes, definitely (1)
- ☐ Yes, probably (2)
- ☐ Not sure (3)
- ☐ No, probably (4)
- ☐ No, definitely (5)

Q89 Is it common for people to belong to street gangs, crews, or sets in the neighborhood?

- ☐ Yes, definitely (1)
- ☐ Yes, probably (2)
- ☐ Not sure (3)
- ☐ No, probably (4)
- ☐ No, definitely (5)

Q90 If you saw someone being beaten up or shot at, would you call the police to report the crime?

- ☐ Yes, definitely (1)
- ☐ Yes, probably (2)
- ☐ Not sure (3)
- ☐ No, probably (4)
- ☐ No, definitely (5)

Q91 Do you feel safe at home during the night?

- ☐ Yes, definitely (1)
- ☐ Yes, probably (2)
- ☐ Not sure (3)
- ☐ No, probably (4)
- ☐ No, definitely (5)

Q92 Do you feel safe at home during the day?

- ☐ Yes, definitely (1)
- ☐ Yes, probably (2)
- ☐ Not sure (3)
- ☐ No, probably (4)
- ☐ No, definitely (5)

Q99 In the next set of questions, the following questions will ask you about anti-violence efforts in your area.

Q100 In the last 12 months, how many times have you attended anti-violence events (e.g. marches and/or rallies) in your neighborhood?

- ☐ (1)
- ☐ (2)
- ☐ (3)
- ☐ (4)
- ☐ (5)
- ☐ (6)
- ☐ or more times (7)
- ☐ Not sure/Decline (8)

Q(added)How familiar are you with the Forsyth WINS initiative?

- ☐ Not familiar at all
- ☐ Not very familiar
- ☐ Somewhat familiar
- ☐ Familiar
- ☐ Very Familiar

Q(added) Have you had any contact with any Forsyth WINS staff?

- ☐ Yes
- ☐ No

Q101 How old are you? Fill in the blank. _____years old

▼ 18 (1) ... 100 (83)

Q102 Are you currently in school?

- ☐ No (1)
- ☐ Yes (2)

Q103 What is your current employment status?

- ☐ Unemployed (1)
- ☐ Part-time (2)
- ☐ Full-time (3)
- ☐ Not sure/Decline (4)

Q104 On an average day, how many hours do you spend outside of your neighborhood (how many hours are you NOT in the neighborhood?

▼ 0 (1) ... 24 (25)

Q105 On an average day, what time do you normally go to sleep?

▼ 12AM (1) ... 11PM (24)

Q106 Did you take this survey before?

- ☐ No (1)
- ☐ Yes (2)

CITY/COUNTY STAFF INTERVIEW PROTOCOL

Role:

Date of Interview:

Start Time:

End Time:

Interviewer's Name:

*This interview is part of an evaluation of the Cure Violence/Forsyth WINS initiative. We are interested in understanding how the initiative has progressed after 2 years. With your permission, we will record [via Teams] this interview as it allows us to capture the important information much better. Is that alright with you? **If the participant says yes, press record.***

Interviewer: My name is _____ and I am a part of the UNCG Evaluation Team. It is _____ (date) and I am interviewing _____ (name and role).

Background

1. What is your role in the county/city? Describe your current role with the Cure Violence/Forsyth WINS initiative.
 - a. **[if this is the 2nd/3rd interview]** Has your role changed since the last time we interviewed you?
 - i. As part of the initiative, with whom do you work most closely?
 - b. **[Instead of #1] County Commissioner only**–To what extent are you involved in the Cure Violence initiative? With whom do you work most closely?
 - c. **[Instead of #1] City Council only**– Can you describe the ward you serve? To what extent are you involved in the Cure Violence initiative? With whom do you work most closely?
 - d. **[Instead of #1] Housing Authority only** – Can you describe your role with the Housing Authority? To what extent has your agency been a part of the Cure Violence/Forsyth WINS initiative?
 - e. **[In addition, to #1] Public Health Only** – To what extent are you involved in the Cure Violence initiative? Describe your role with the hospital-based violence intervention program (that is also happening within this same time frame, but overseen by the City of Winston-Salem)? To what extent are both initiatives collaborating?
2. Currently, what is the violence like in the Cleveland Avenue neighborhood (including Cleveland Avenue Homes & Piedmont Park)?

Cure Violence

3. **[County/City staff only – 2nd/3rd interviews only]:** We spoke with you almost a year ago about this initiative. Is the programming operating the way you anticipated?
4. What are the components in the Cure Violence Model that you think will turn around the Cleveland neighborhood?
 - a. What has been the impact of those components?
5. To what extent is the community participating (meeting with the team, attending events, collaborating, etc.) in this initiative (a community-based violence prevention program)?
 - a. If they are not, are there other initiatives that community members have been participating in?

Implementation

6. Have there been any changes to how the initiative implementation is structured?
 - a. Are there other entities that play a role in how the initiative is structured?
7. **[1st interview only]** – What is your understanding of the role of the Cure Violence Steering Committee?
8. To what extent has the role of the Cure Violence Steering Committee changed since its original conception?
9. The Cure Violence Model encourages collaborations. How has your office/agency partnered with Forsyth WINS?
 - a. **[County/City staff only]** To what extent is law enforcement aware of Forsyth WINS? What role are they currently playing with the Forsyth WINS initiative?
10. **[Sherita and Shontell only]** - Cure Violence (Global Office) is very clear about what is included in their training and technical assistance package. In what ways have you monitored that support? What has worked well? Have there been any pain points/challenges?
 - i. Since the start of the initiative, have there been any substantial changes with those relationships? In your plans?

Impact

11. To what extent has Forsyth WINS been able to enact strategies that could lead to the reduction of gun violence?
 - a. Have you seen any changes in gun violence due solely to this initiative?
 - b. Do you have any interaction with current and former participants? If so, have you noticed a change in participants?
 - c. To what extent is there neighborhood engagement in the community events, including antiviolence rallies?
12. Forsyth WINS garnered positive reviews from their Cure Violence Global Certification process and one recommendation included expansion of the initiative. Where are you with expansion plans?

Sustainability

13. It is our understanding that the City has pulled out of this collaboration and thinking of starting an Office of Violence Prevention. Can you share with us the role you expect Forsyth WINS to play, if any?
14. Can Forsyth WINS survive with just Public Health support?
15. **[Sherita/Shontell only]** – What led you to include Forsyth WINS as a part of the Public Health budget?
 - a. Can Forsyth WINS survive with just Public Health support?
 - b. Based on your budget estimates, what do you anticipate the initiative looking like moving forward?
16. What is your agency's overall perceptions regarding the quality and impact of Forsyth WINS?

Lessons Learned

17. What lessons have you learned from collaborating with Cure Violence Global (and its other partners)?
 - a. Forsyth WINS?
 - b. Other county/city departments?
18. Do you have any recommendations for the initiative moving forward?
19. Is there anything else you think is important to know?

Thank you so much for your participation in this interview.

COMMUNITY PARTNER INTERVIEW PROTOCOL

Role:

Date of Interview:

Start Time:

End Time:

Interviewer's Name:

*This interview is part of an evaluation of the Cure Violence initiative. We are interested in understanding the county, city and community a little better and how program planning is going so far. With your permission, we will record [via Zoom] this interview as it allows us to capture the important information much better. Is that alright with you? **If the participant says yes, press record.***

Interviewer: My name is _____. It is _____ (date). I am interviewing _____ (name and role).

Background

1. Can you tell us a little about your organization? What are your roles and responsibilities?
 - a. In what way is your organization's mission/vision aligned with the work of Forsyth WINS?
 - b. With whom do you work most closely?
2. **If this is their second interview:** Since the last time we spoke, has your role changed?

Awareness

3. To what extent are there other programs or efforts in the Cleveland Avenue or Cleveland Avenue Homes community that are aimed at reducing acts of personal violence committed in the community?

Community Support

4. How are residents and local businesses supporting the ForsythWINS Cure Violence program (or other program efforts by local organizations) in its efforts to persuade individuals who have been responsible for promoting, perpetrating, and/or assisting in personal acts of violence in the community to stop their participation?
5. Have residents and local businesses been participating in local meetings to discuss the problem of community violence?
 - a. *If yes, ask about where these meetings are being held and who is participating. --- Can you share with us some details about these meetings? Where are they usually held? Who usually participates? What topics do they usually cover? To what extent are violence prevention strategies provided?*

Impact

6. Are there any indicators that the tide has shifted regarding gun violence in this neighborhood/Cleveland Avenue Homes area?

{Ask all respondents}

7. In addition to the initiatives, we have discussed what other actions do you think need to occur that could make the Cleveland Avenue community a safer place to live? Ask the respondents to briefly explain their recommendations.

{If needed - use the following list to prompt the respondents}

- ☐ Provide more local anti-violence programming for children and youth
- ☐ Focus more on eliminating the drugs sales and drug use
- ☐ Get parents more involved with helping their children avoid involvement in activities that often lead to the use of guns and violence
- ☐ Increase positive community contact with law enforcement
- ☐ Increase the presence of community-valued businesses offering goods and services
- ☐ Support efforts by local schools to teach/sponsor programming directed at reducing youth participation in personal violence or violence related activities (i.e., drug use, selling or delivering drugs, carrying a weapon, not reporting acts of personal violence they witness)
- ☐ Increase job training and employment assistance programming for residents of the community
- ☐ Improve street lighting
- ☐ Remove junked cars and other yard obstructions, i.e., tall grass, trash)
- ☐ Fix or remove abandoned buildings

Sustainability

8. It is our understanding that Forsyth WINS will be funded for another year. Are there any plans to continue the collaboration?

Lessons Learned

9. What lessons have you learned from collaborating with ForsythWINS Cure Violence (and its other partners)?
10. Do you have any recommendations for the initiative moving forward?
11. Is there anything else you would like to tell us?

Thank you so much for your participation in this interview.

FORSYTH WINS OUTREACH WORKER AND VIOLENCE INTERRUPTER STAFF - FOCUS GROUP PROTOCOL

Role:

Date of Interview:

Start Time:

End Time:

Interviewer's Name:

*This focus group is part of an evaluation of the Cure Violence/Forsyth WINS initiative. We are interested in understanding your work a little better and how program implementation is going so far. With your permission, we will record this focus group as it allows us to capture the important information much better. Is that alright with you? **If the participant(s) says yes, press record.***

Facilitator(s): We are [names] _____ and we are part of the UNCG Evaluation Team. It is _____ (date) and today we are talking to the Forsyth WINS Outreach Workers (OWs) and Violence Interrupters (VIs) for Beat 222 in Winston-Salem.

Background

This is the only round-robin question. Can you tell us your name, your role with Forsyth WINS, and how long you have been a staff member?

Neighborhood

1. How would you describe the neighborhood in Beat 222? Describe what is currently happening in the neighborhood.
 - a. It was our understanding that Cleveland Avenue Homes is being renovated and new buildings constructed. How has that construction impacted the neighborhood?
2. At the end of Year 1, how would you describe the level of gun violence in the neighborhood? What are you observing?
 - a. *Probe:* What is the violence like in the neighborhood?
 - b. To what extent has gun violence decreased since you have been working on this initiative?

Implementation of Cure Violence Model

The project has been implemented since last summer, so we just want to get a better understanding of the initiative's key components. The following questions will ask you about the key components of Cure Violence including the theory of change, your community partners, and current data collection.

Technical Assistance from Cure Violence National Office

3. How were you prepared for your role?
 - a. Please describe the training received from the Cure Violence Global Office. How would you describe the quality and utility?
 - b. Can you describe any other training you have received?
 - c. Are there other supports you need for your role?

Enrolled Participants

4. Who are the right people to benefit from participating in Cure Violence?
 - a. Have you decided on who will most benefit from the program?

5. Can you share with us how **participants** are currently identified and enrolled?
 - a. Can you describe who the participants are? (For example, are they originally from this area or somewhere else? Are there more males than females? Are they primarily under or over 18 years old?)
 - b. How many *participants* do you support? How many *participators* do you currently support?

Outreach Workers & Violence Interrupters

6. *Outreach Worker only*: Please describe a typical case-planning session. What about sessions for *high-need* participants?
 - a. To what extent have you been able to enter case management data into the CV database?
7. *Violence Interrupters only*: What does your typical day look like? What about a day when you are primarily working with your high-risk participants?
 - a. To what extent have you been able to enter your violence interruptions and follow-ups into the CV database?
8. This is very tough work emotionally, so in what ways are you supported in the work that you do (e.g., debriefs, counseling, supports, etc.)?

Community Partnerships

9. To what extent has Forsyth WINS supported other relevant community activities?
10. To what extent has Forsyth WINS formed community partnerships with relevant organizations?
11. To what extent do you think law enforcement is aware of your work in the community?

Community Outreach

12. The evaluation team has been able to attend some of your community outreach activities. Can you share with us the objectives of those activities? What has been the community response?
 - a. Have the community activities enabled you to enroll more participants?

Impact

13. How do you think success of this initiative should be measured?
 - a. Based on what you have learned so far, what aspects of the model do you think will be key to participants' success?
 - b. What aspects of the model do you think will be key to success for the neighborhood as a whole?
 - c. What are the most important metrics/data you think should be tracked to demonstrate the impact of the Cure Violence program in Beat 222?

Lessons Learned

14. What lessons have you learned about violence prevention work thus far?
15. Do you have any recommendations for the initiative moving forward?
16. Is there anything else you think is important for us to know as we evaluate this work?

Thank you so much for your participation in this interview.

COMMUNITY STAKEHOLDER FOCUS GROUP DISCUSSION GUIDE

Introduction Script

Hello and welcome. Thank you for joining today's conversation. Your time and voice are incredibly valuable.

This focus group is part of an ongoing evaluation of *Forsyth Wins*, a violence prevention initiative implemented in Winston-Salem. This program builds on the Cure Violence Global model and focuses on interrupting violence, shifting community norms, and providing alternatives to violence—particularly in neighborhoods most impacted.

We're specifically interested in hearing from residents, community-based organizations and grassroots leaders like you. Your insights will help us better understand how violence is currently affecting the community, how things may have changed since the program began, and what supports are still needed to reduce violence.

This session will last about 90 minutes. There are no right or wrong answers—we want to hear your lived experiences and honest perspectives. The session is being recorded with your consent for note-taking purposes only. Your name will not be attached to anything you say, and all responses will be kept confidential.

If you're comfortable proceeding, we'll go ahead and begin.

PRESS RECORD

Framing the Issue: Understanding Community Violence

The CDC defines community violence as violence between unrelated individuals, generally outside the home—such as assaults, fights, or shootings in public spaces.

Research shows that youth and young adults (ages 10–34), particularly in communities of color, are disproportionately impacted.

Forsyth Wins Program Overview

Forsyth Wins is a local implementation of the Cure Violence Global model. It aims to:

- Reduce neighborhood violence
- Lower the number of young people involved in violence
- Shift attitudes and behaviors around the acceptance of violence
- Increase access to positive alternatives and opportunities

The target areas for the violence prevention program, Forsyth Wins is Police Beat 222 (more commonly referred to as the Cleveland Avenue Neighborhood). As a reference here is a map of Police Beat 222. Throughout today's focus group session, we will refer to Police Beat 222 as the Cleveland Avenue Neighborhood.



We'd now like to hear your reflections based on what you've seen or experienced.

Perceptions of Violence

1. From your perspective, how would you describe the current state of community violence in Winston-Salem?
2. What changes—positive or negative—have you seen since the Forsyth Wins program began?

Secondary – Background Question:

3. How did the relocation efforts in the Cleveland Homes Avenue, impact the neighborhood and the work of Forsyth Wins

Program Perceptions

1. What do you think are the key strengths or successes of the Forsyth Wins program?
2. In what ways do you think Forsyth Wins has helped—or has the potential to help—prevent community violence?
3. What challenges or limitations have you observed in how the program operates or impacts the community?
4. Are there specific groups—such as youth, returning citizens (formerly incarcerated, recently relocated etc.), families, elderly or non-English or Spanish speaking individuals the Forsyth Wins staff have done especially well in engaging and interacting with?
Conversely are there specific groups that the program could be doing more to engage?

Stakeholder and Community Engagement

1. Who else should Forsyth Wins be working with to strengthen violence prevention in your area?
2. Can you describe any new partnerships, services, or resources that you've noticed in the community since the Forsyth Wins program began?

3. What additional resources or supports would help your organization or others in the community prevent violence more effectively?

Communication Strategies

1. How well do you think Forsyth Wins has communicated with the community?
2. What are the best ways for programs like this to stay connected with grassroots leaders and residents (e.g., social media, neighborhood events, flyers, radio, etc.)?

Sustainability and Long-Term Impact

1. What do you think is needed to sustain programs like Forsyth Wins in the community over the long term?
2. How can the program better build trust, capacity, and ownership within communities to ensure long-term impact?

Final Thoughts

1. Are there stories or examples you think are important for us to hear? (as it relates to your interactions with/support/engagement with Forsyth Wins.)
2. Is there anything else you'd like to share that we haven't asked about?

Thank you again for sharing your thoughts and experiences. Your input is invaluable. If you're interested in staying connected or receiving updates about Forsyth Wins and the evaluation, please let us know. We appreciate your commitment to supporting youth and building safer communities. We have included our contact information and Forsyth Wins contact information in case you would like to stay informed about this program and its evaluation efforts.

APPENDIX E: IMPACT EVALUATION METHODOLOGY
(EXCERPT FROM BASELINE REPORT, MAY 3, 2023)

Baseline Neighborhood Data. As can be seen in Table E1, the two study neighborhoods (Beat 222 and Tract 400) have a similar estimated residential population of 3,200–3,500 people. The residents of each community are demographically diverse and have comparable racial profiles, being predominantly Black/African American with less than 10% of the population being white. Each neighborhood has a Hispanic population greater than the county average, though Beat 222 has a larger Hispanic community. While the two neighborhoods have a similar age distribution of those between 18 and 64 years, Beat 222 has a greater percentage of children under 18 years whereas Tract 400 has more seniors over the age of 65.

A substantial portion of each community lives in poverty with the median household incomes being almost half of the county’s median household income. Each study neighborhood is predominantly made up of renter households and have four public housing sites within their spatial influence. Though crime levels are higher in Beat 222, there is still significant presence of violent crime and crime involving weapons in Tract 400.

Table E1: Demographics of Treatment and Control Neighborhoods

	Beat 222	Tract 400
Population	3,536	3,232
Race: Black/African American	74.9%	77%
Race: White	4.5%	6%
Race: Some other race	14.7%	11.5%
Race: 2 or more races	5.3%	4.6%
Ethnicity: Hispanic	20%	14.8%
Age: 0 - 17 years	32.7%	22.2%
Age: 18 – 64 years	57.6%	61.6%
Age: 65+ years	9.7%	16.3%
Median Household Income	\$22,233	\$26,183
Total Housing Units	1,915	1,482
Renters	75%	65%
Detached Single Family Homes	842	1082
Small Apartments	799	326
Public Housing in Spatial Influence	4	4

Impact Study: The impact evaluation will be a quasi-experimental study comparing the target Cure Violence neighborhood with one comparison neighborhood that will not receive the Cure Violence intervention. The design will match the City of Winston-Salem’s Police Beat 222 identified through spatial statistics, Risk Terrain Modeling, and a comparative community landscape by examining rates of violence, population demographics, and socioeconomic conditions.

Study Sample: About one-third of the population in Beat 222 are between ages 18 and 34 and with male saturation of 51% there are approximately 350 individuals of this age range residing in the catchment area. We project 5 to 10% (n=18 to n=35) of 18 – 30-year-old males will be surveyed throughout the evaluation cycle (baseline and then each year for the following years) in the catchment area and comparison area. The 5-10% estimate was a conservative projection of the

number of individuals living in the target areas of the study. The sample size estimates were based on methodological and budgetary constraints.^{5,6} The original budget did not include funding for incentives. Therefore, this placed a limitation on the number of survey participants we could incentivize. Previous research has documented the benefits of incentives for recruitment in survey research. While the survey data will be a usual indicator of community perceptions we intend to collect other indicators of perceptions of safety including conducting a series of focus groups at the neighborhood level in both the treatment and comparison areas to assess shifts in attitudes and norms towards anti-violence.

In addition, focus groups will be conducted at the neighborhood level with identified community stakeholders (e.g. youth service providers, community leaders, community residents, etc.) to assess shifts in attitudes and norms towards anti-violence (one wave beginning at the end of Year 1 and through the majority of Year 2).

Expected Outcomes: The evaluation will examine outcomes focusing on reduction of the participation in violence (collected by NBN) and the reduction of the incidence of violence (based on community reporting, law enforcement, and hospital data). Surveys and focus groups will further aim to assess shifts in knowledge, skills, attitudes, and behaviors towards anti-violence at the community/neighborhood level.

Analysis Approach: The evaluation analysis will be a pre-post longitudinal design of four data collection points (baseline, Year 1, Year 2 and comparing the target neighborhood with the identified comparison neighborhood).

For violence metrics we will compare incident rates of selected types of violent crimes by time and between neighborhoods. To account for intervening factors other than the Cure Violence intervention we examine other factors including law enforcement presence, other neighborhood efforts to address violence, and significant changes to the neighborhoods that may affect population demographics and engagement in nonviolent criminal activity. These variables will be examined using regression analyses.

Descriptive analysis will be conducted on data from waves 1 – 3 of the Winston-Salem Community Survey, using software IBM SPSS Statistics version 28. A thematic analysis will be conducted on data from focus groups using the qualitative data analysis and research software, Atlas ti.

⁴ Singer E, Groves RM, Corning AD. Differential incentives: beliefs about practices, perceptions of equity, and effects on survey participation. *Public Opin Q.* 1999;63(2):251–60.

⁵ Singer, E., & Ye, C. (2013). The use and effects of incentives in surveys. *The ANNALS of the American Academy of Political and Social Science*, 645(1), 112-141.

APPENDIX F: FORSYTH WINS FIDELITY OF IMPLEMENTATION (FOI) MATRIX

Construct 1: Technical Assistance from Cure Violence National Office					
Indicators	Operational Definition	Range	Data Source (Cure Violence Global)	Fidelity at Program-level	Sample and Data Collection (for UNCG to complete)
Training for Program Manager s and governmental oversight agency	CV Global provides operational and programmatic onboarding for program management and governmental oversight agency.	0 – 4 days	<ul style="list-style-type: none"> Cure Violence Global - project records 	1 = CV Global provided 2 days of Program Manager training 0 = CV Global provided less than 2 days of Program Manager training	Year 1 Only
VIRT Training for OWs and VIs	CV Global provides Violence Interruption and Reduction Training (VIRT) training for VI and OWs.	0- 4 days	<ul style="list-style-type: none"> Cure Violence Global - project records 	1 = CV Global provided 4 days of VIRT Training 0 = CV Global provided less than 4 days of VIRT Training	Year 1 Only
CV Technology Resources	CV Global provides access to the CV technology resources	0 -1	<ul style="list-style-type: none"> Cure Violence Global - project records 	1 = CV Global provided access to the CV technology resources 0 = CV Global did not provide access to CV technology resources	Annually
Training on Cure Violence (CV) CommCare Database	CV National provides database training on the CV CommCare Database	0 – 1 day	<ul style="list-style-type: none"> Cure Violence Global - project records 	1 = CV Global provided 1 day of database training 0 = CV Global provided less than 1 day of database training	Year 1 Only
Onsite Technical Assistance	CV Global provides quarterly follow up site visits/training to NBN.	0 – 3 site visits – Year 1 0 – 4 site visits – Year 2	<ul style="list-style-type: none"> Cure Violence Global - project records 	1= CV Global visited NBN at least 3 times in Year 1 and, 4 times Year 2 0= CV Global visited NBN less than 3 times in Year 1 and 4 times in Year 2	Year 1 = 3 site visits Year 2 = 4 site visits
Virtual Technical Assistance	CV Global provides monthly support via conference calls (with the Program Manager only).	0 – 12 calls	<ul style="list-style-type: none"> Cure Violence Global - project records 	1 = 12 monthly phone calls were held with the Program Manager 0 = less than 12 monthly phone calls were held with the Program Manager	Annually (Note: Can call anytime)
Program-level Fidelity of Implementation Threshold				Implemented with fidelity: <ul style="list-style-type: none"> - On Target - Approaching - Delayed/Deferred - Discontinued 	Fidelity will be measured annually for 2 years of implementation.

Construct 2: Enrolled Participants					
Indicators	Operational Definition	Range	Data Source (Forsyth WINS)	Fidelity at Program-level	Sample and Data Collection (for UNCG to complete)
Case Management Criteria	Criteria for Participant Eligibility	0 - 1	Forsyth WINS Records kept Project record— criteria description	1 = transparent selection criteria used for participant eligibility 0 = no transparent selection criteria used for participant eligibility	Annually
Forsyth WINS (FW) Participants	# of active participants meeting selection criteria (identified high-risk 14 – 35 year old's via the Risk, Needs, and Resilience (RNR) Assessment)	0 - 1	Forsyth WINS Records kept Project records –	1 = target # of participants enrolled in Forsyth WINS case management 0 = target # of participants not enrolled in Forsyth WINS case management	Annually
Engagement of Participants	Engagement/participation of enrolled participants.	0 – 5 = Year 1 0 – 12 = Year 2	Forsyth WINS Records kept Project records	1 = enrolled participants engaged with Forsyth WINS at least once a month 0 = enrolled participants did not engage with Forsyth WINS at least once a month	Annually
Program-level Fidelity of Implementation Threshold				Implemented with fidelity: - On Target - Approaching - Delayed/Deferred - Discontinued	Fidelity will be measured annually for 2 years of implementation.

Construct 3: Outreach Workers (OWs)					
Indicators	Operational Definition	Range	Data Source (Forsyth WINS)	Fidelity at Program-level	Sample and Data Collection (for UNCG to complete)
Outreach workers	Hiring criteria developed for Outreach Workers.	0 - 1	Forsyth WINS records kept Project record/HR—job description	1 = standardized hiring criteria developed for Outreach Workers 0 = no standardized hiring criteria developed for Outreach Workers	<i>Tembila will send copy of job description and hiring panel info</i>
Case Management Tracking	Ongoing monitoring and assessment of active participants.	0- # of OW on staff	Forsyth WINS weekly reports	1= 90% of OWs enter case management data into the CV database by established deadlines 0=less than 90% of OWs enter case management data into the CV database by established deadlines	<i>Annually</i>
Forsyth WINS Daily Reports	Daily data reports entered in CV CommCare Database.	0 – 240 = Year 1 0 - 240 = Year 2	Forsyth WINS	1= staff enter data daily (approximately 20 per month) 0= staff do not enter data daily	<i>Based on 5 months of implementation for mid-year memo</i> <i>Based on 12 months of implementation for Year 1 Report</i>
Program Staff Employment	Appropriate staff retained.		Forsyth WINS HR records	1= 75% of OWs were with the program for at least 6 months 0= less than 75% of program staff were with the program for at least 6 months	
Program-level Fidelity of Implementation Threshold				Implemented with fidelity: - On Target - Approaching - Delayed/Deferred - Discontinued	Fidelity will be measured annually for 2 years of implementation.

Construct 4: Violence Interrupters (VIs)					
Indicators	Operational Definition	Range	Data Source (Forsyth WINS & CommCare database)	Fidelity at Program-level	Sample and Data Collection (for UNCG to complete)
Violence Interrupters	Hiring criteria developed for Violence Interrupters.	0 - 1	Records kept Project record— job description	1 = standardized hiring criteria developed Violence Interrupters 0 = no standardized hiring criteria developed for Violence Interrupters	<i>Tembila will send copy of job description and hiring panel info</i>
Violence Identification and Interruption Tracking	Ongoing monitoring of violence identification/interruption in conflicts through mediation by VI staff members	0-# of VIs on staff	Forsyth WINS daily reports	1= 90% of VIs enter conflict data into the CV database by established deadlines 0=less than 90% of VIs enter conflict data into the CV database by established deadlines	Annually
Forsyth WINS Daily Reports	Daily data reports entered in CV CommCare Database.	0 – 240 = Year 1 0 - 240 = Year 2	CommCare Database	1= staff enter data daily 0= staff do not enter data daily	<i>Based on 5 months of implementation for mid- year memo</i> <i>Based on 12 months of implementation for Year 1 Report</i>
Program Staff Employment	Appropriate staff retained.		Forsyth WINS HR records	1= 75% of VIs were with the program for at least 6 months 0= less than 75% of program staff were with the program for at least 6 months	
Program-level Fidelity of Implementation Threshold				Implemented with fidelity: - On Target - Approaching - Delayed/Deferred - Discontinued	Fidelity will be measured annually for 2 years of implementation.

Construct 5: Community Partnerships and Resources					
Indicators	Operational Definition	Range	Data Source (Forsyth WINS)	Fidelity at Program-level	Sample and Data Collection (for UNCG to complete)
Community activities	# community workshops attended by Forsyth WINS staff (participation in community events)	0 – 5 activities = Year 1 0 – 12 activities = Year 2	<ul style="list-style-type: none"> Records kept by Forsyth WINS 	1 = staff attended at least 12 community activities 0 = staff attended less than 12 community activities	Annually
Forsyth WINS Community Partnerships	# of intentional city/county community relationships	0 – 1 = Year 1 0 – 2 = Year 2	<ul style="list-style-type: none"> Records kept by Forsyth WINS 	1 = Forsyth WINS increased its number of identified community partnerships 0 = Forsyth WINS did not increase its number of community partnerships.	Over baseline at the end of Time 1; over Time 1 at the end of Time 2
Program-level Fidelity of Implementation Threshold				Implemented with fidelity: <ul style="list-style-type: none"> - On Target - Approaching - Delayed/Deferred - Discontinued 	Fidelity will be measured annually

Construct 6: Community Outreach					
Indicators	Operational Definition	Range	Data Source (Forsyth WINS via CommCare database)	Fidelity at Program-level	Sample and Data Collection (for UNCG to complete)
Forsyth WINS community activities	# events & activities planned by Forsyth WINS staff	0-5 activities totaling at least one hour a month = Year 1 0-12 activities totaling at least one hour a month = Year 2	<ul style="list-style-type: none"> Records kept by Forsyth WINS 	1 = Forsyth WINS provided at least 12 community activities 0 = Forsyth WINS provided less than 12 community activities	Annually
Forsyth WINS education campaign	# products distributed about reducing the use of violence		<ul style="list-style-type: none"> Records kept by Forsyth WINS 	1 = Forsyth WINS distributed information about rejecting the use of violence 0 = Forsyth WINS did not distribute information about rejecting the use of violence	Annually
Program-level Fidelity of Implementation Threshold				Implemented with fidelity: <ul style="list-style-type: none"> - On Target - Approaching - Delayed/Deferred - Discontinued 	Fidelity will be measured annually

APPENDIX G: COMMUNITY SURVEY RESPONSE TABLES

Personal and Community Responses to Incidents of Violence	Neighborhoods		Neighborhoods		Neighborhoods	
Data Collection Wave	Wave 1		Wave 2		Wave 3	
When violence breaks out can you and your neighbors count on the Winston-Salem Police Department to help?	CV (%)	Comp (%)	CV (%)	Comp (%)	CV (%)	Comp (%)
Yes, definitely	7 (18%)	7 (33%)	11 (16%)	4 (15%)	18 (38%)	7 (21%)
Yes, probably	8 (20%)	4 (19%)	14 (20%)	9 (35%)	9 (19%)	6 (18%)
Not sure	12 (30%)	3 (14%)	15 (22%)	5 (19%)	9 (19%)	13 (40%)
No, probably	4 (10%)	5 (24%)	10 (15%)	3 (12%)	5 (10%)	2 (6%)
No, definitely	9 (23%)	2 (10%)	18 (10%)	5 (9%)	7 (14%)	5 (15%)
Total	40 (100%)	21 (100%)	68 (100%)	26 (100%)	48 (100%)	33 (100%)
When violence breaks out can you and your neighbors count on community leaders (e.g. politicians, ministers, former gang members, etc.) to help?	CV (%)	Comp (%)	CV (%)	Comp (%)	CV (%)	Comp (%)
Yes, definitely	7 (18%)	4 (18%)	11 (16%)	0 (0%)	2 (4%)	1 (3%)
Yes, probably	6 (15%)	1 (5%)	9 (13%)	3 (12%)	14 (29%)	9 (27%)
Not sure	11 (28%)	5 (23%)	24 (35%)	11 (42%)	22 (46%)	13 (40%)
No, probably	6 (15%)	8 (36%)	10 (15%)	5 (19%)	4 (8%)	5 (15%)
No, definitely	10 (25%)	4 (18%)	14 (21%)	7 (27%)	6 (13%)	5 (15%)
Total	40 (100%)	22 (100%)	68 (100%)	26 (100%)	48 (100%)	33 (100%)
Is it common for people to belong to street gangs, crews, or sets in the neighborhood?	CV (%)	Comp (%)	CV (%)	Comp (%)	CV (%)	Comp (%)
Yes, definitely	10 (25%)	6 (27%)	19 (28%)	5 (19%)	23 (48%)	8 (24%)
Yes, probably	8 (20%)	3 (14%)	16 (23%)	8 (30%)	11 (23%)	10 (30%)
Not sure	15 (38%)	6 (27%)	21 (31%)	9 (35%)	14 (29%)	14 (43%)
No, probably	5 (13%)	5 (23%)	2 (3%)	2 (8%)	0 (100%)	0 (0%)
No, definitely	2 (5%)	2 (9%)	10 (15%)	2 (8%)	0 (100%)	1 (3%)
Total	40 (100%)	22 (100%)	68 (100%)	26 (100%)	48 (100%)	33 (100%)

Personal and Community Responses to Incidents of Violence	Neighborhoods		Neighborhoods		Neighborhoods	
Data Collection Wave	Wave 1		Wave 2		Wave 3	
If you saw someone being beaten up or shot at, would you call the police to report the crime?	CV (%)	Comp (%)	CV (%)	Comp (%)	CV (%)	Comp (%)
Yes, definitely	6 (15%)	6 (27%)	29 (43%)	8 (32%)	5 (10%)	6 (18%)
Yes, probably	7 (18%)	3 (14%)	13 (19%)	8 (32%)	9 (19%)	8 (24%)
Not sure	13 (33%)	4 (18%)	12 (18%)	4 (16%)	20 (42%)	12 (37%)
No, probably	6 (15%)	6 (27%)	1 (1%)	1 (4%)	6 (12%)	1 (3%)
No, definitely	8 (20%)	3 (14%)	13 (19%)	4 (11%)	8 (17%)	6 (18%)
Total	40 (100%)	22 (100%)	68 (100%)	26 (100%)	48 (100%)	33 (100%)
Do you feel safe at home during the night?	CV (%)	Comp (%)	CV (%)	Comp (%)	CV (%)	Comp (%)
Yes, definitely	14 (36%)	6 (27%)	34 (50%)	10 (38%)	15 (31%)	10 (30%)
Yes, probably	7 (18%)	9 (41%)	10 (15%)	8 (31%)	16 (34%)	8 (24%)
Not sure	11 (28%)	2 (9%)	10 (15%)	4 (15%)	3 (6%)	9 (28%)
No, probably	4 (10%)	3 (14%)	5 (7%)	2 (8%)	3 (6%)	5 (15%)
No, definitely	3 (8%)	2 (9%)	9 (13%)	2 (8%)	11 (23%)	1 (3%)
Total	39 (100%)	22 (100%)	68 (100%)	26 (100%)	48 (100%)	33 (100%)
Do you feel safe at home during the day?	CV (%)	Comp (%)	CV (%)	Comp (%)	CV (%)	Comp (%)
Yes, definitely	16 (41%)	7 (32%)	38 (56%)	11 (42%)	17 (35%)	14 (43%)
Yes, probably	7 (18%)	7 (32%)	14 (21%)	9 (35%)	21 (44%)	9 (27%)
Not sure	7 (18%)	1 (5%)	7 (10%)	3 (11%)	2 (4%)	7 (21%)
No, probably	4 (10%)	5 (23%)	3 (4%)	1 (4%)	1 (2%)	2 (6%)
No, definitely	5 (13%)	2 (9%)	6 (9%)	2 (8%)	7 (15%)	1 (3%)
Total	39 (100%)	22 (100%)	68 (100%)	26 (100%)	48 (100%)	33 (100%)
In the last 12 months, how many times have you been stopped and/or frisked by the police?	CV (%)	Comp (%)	CV (%)	Comp (%)	CV (%)	Comp (%)
0	24 (60%)	15 (68%)	36 (53%)	19 (73%)	30 (63%)	18 (55%)
1	3 (8%)	3 (14%)	3 (4%)	3 (11%)	4 (8%)	2 (6%)
2	2 (5%)	2 (9%)	6 (9%)	2 (8%)	6 (13%)	3 (9%)
3	2 (5%)	0 (0%)	7 (10%)	0 (0%)	4 (8%)	2 (6%)

Personal and Community Responses to Incidents of Violence	Neighborhoods		Neighborhoods		Neighborhoods	
Data Collection Wave	Wave 1		Wave 2		Wave 3	
4	0 (0%)	0 (0%)	0 (0%)	0 (0%)	1 (2%)	0 (0%)
5	3 (8%)	0 (0%)	2 (3%)	0 (0%)	0 (0%)	0 (0%)
6 or more times	1 (2%)	0 (0%)	4 (6%)	0 (0%)	2 (4%)	4 (12%)
Not sure/Decline	5 (12%)	2 (9%)	10 (15%)	2 (8%)	1 (2%)	4 (12%)
Total	40 (100%)	22 (100%)	68 (100%)	26 (100%)	48 (100%)	33 (100%)
Exposure to Anti-Violence Events	Neighborhoods		Neighborhoods		Neighborhoods	
Data Collection Wave	Wave 1		Wave 2		Wave 3	
In the last 12 months, how many times have you attended anti-violence events (e.g., marches and/or rallies) in your neighborhood?	CV (%)	Comp (%)	CV (%)	Comp (%)	CV (%)	Comp (%)
0	29 (73%)	13 (59%)	43 (63%)	17 (65%)	22 (46%)	12 (37%)
1	2 (5%)	3 (14%)	6 (9%)	4 (15%)	11 (23%)	9 (27%)
2	0 (0%)	0 (0%)	8 (12%)	2 (8%)	8 (17%)	3 (9%)
3	1 (3%)	1 (5%)	3 (4%)	1 (4%)	2 (4%)	1 (3%)
4	1 (3%)	0 (0%)	1 (2%)	0 (0%)	2 (4%)	3 (9%)
5	0 (0%)	0 (0%)	2 (3%)	0 (0%)	0 (0%)	0 (0%)
6 or more times	3 (8%)	1 (5%)	0 (0%)	0 (0%)	1 (2%)	0 (0%)
Not sure/Decline	4 (10%)	4 (17%)	5 (7%)	2 (8%)	2 (4%)	5 (15%)
Total	40 (100%)	22 (100%)	68 (100%)	26 (0%)	48 (100%)	33 (100%)
Demographics	Neighborhoods		Neighborhoods		Neighborhoods	
Data Collection Wave	Wave 1		Wave 2		Wave 3	
Age	CV	Comp	CV	Comp	CV	Comp
Average	25.2	26.1	23	26	23	24
Youngest	18	18	18	18	18	18
Oldest	37	35	30	30	30	30
Education Level	CV (%)	Comp (%)	CV (%)	Comp (%)	CV (%)	Comp (%)
Less than high school	8 (20%)	2 (9%)	11 (16%)	5 (19%)	11 (23%)	6 (18%)

Personal and Community Responses to Incidents of Violence	Neighborhoods		Neighborhoods		Neighborhoods	
Data Collection Wave	Wave 1		Wave 2		Wave 3	
High school or GED	10 (25%)	5 (23%)	19 (28%)	6 (23%)	15 (31%)	13 (39%)
Some college	5 (13%)	7 (32%)	7 (10%)	4 (15%)	8 (17%)	9 (28%)
Degree: 2-year college or technical degree	4 (10%)	4 (18%)	8 (12%)	6 (23%)	9 (19%)	4 (12%)
Degree: 4-year college or higher	10 (25%)	2 (9%)	8 (12%)	3 (12%)	3 (6%)	1 (3%)
Not sure/Decline	3 (8%)	2 (9%)	15 (22%)	2 (8%)	2 (4%)	0 (0%)
Total	40 (100%)	22 (100%)	68 (100%)	26 (100%)	48 (100%)	33 (100%)
Are you currently in school?	CV (%)	Comp (%)	CV (%)	Comp (%)	CV (%)	Comp (%)
Yes	7 (18%)	2 (10%)	16 (24%)	6 (23%)	11 (23%)	8 (24%)
No	33 (83%)	19 (90%)	52 (76%)	20 (77%)	37 (77%)	25 (76%)
Total	40 (100%)	21 (100%)	68 (100%)	26 (100%)	48 (100%)	33 (100%)
Current employment status	CV (%)	Comp (%)	CV (%)	Comp (%)	CV (%)	Comp (%)
Unemployed	21 (53%)	15 (68%)	20 (29%)	11 (19%)	16 (33%)	8 (24%)
Part-time	9 (23%)	1 (5%)	18 (27%)	2 (31%)	16 (33%)	8 (24%)
Full-time	9 (23%)	5 (23%)	23 (34%)	3 (46%)	11 (23%)	8 (24%)
Not sure/Decline	1 (1%)	1 (4%)	7 (10%)	2 (4%)	5 (11%)	9 (28%)
Total	40 (100%)	22 (100%)	68 (100%)	18 (26%)	48 (100%)	33 (100%)

APPENDIX J: EXAMPLES OF FORSYTH WINS SOCIAL MEDIA POSTINGS – JULY 2024-JUNE 2025

Forsyth WINS posted 38 posts or reels to their Facebook page between July 1, 2024, and June 30, 2025. The posts/reels generated 429 engagements in the way of Likes, Comments, or Shares.

Date of Posting	Content Focus	Engagements (Likes/Comments/Shares)
July 8, 2024	July 20 th Block Party invitation.	33
July 14, 2024	July 20 th Block Party invitation.	15
August 13, 2024	8/17 Back-to-School event (supply distribution).	1
August 16, 2024	8/17 Back-to-School event (supply distribution).	-
October 4, 2024	10/10 Coat Donations invitation.	1
October 12, 2024	Coat Donation highlights.	11
October 25, 2024	Forsyth WINS brochure.	4
October 26, 2024	Church in the Streets announcement.	5
October 30, 2024	October Community Event invitation.	7
October 30, 2024	October Community Event highlights.	2
November 7, 2024	Video of meeting with Goodwill.	-
November 16, 2024	Highlights – Delivering coats while canvassing.	9
November 21, 2024	Site certification announcement.	54
November 22, 2024	Community connection at High School highlights.	18
December 4, 2024	12/21 Holiday Community Event invitation.	24
December 6, 2024	Forsyth WINS community connection statement and Angel Tree donation request.	6
December 11, 2024	Forsyth WINS community connection statement.	13
December 13, 2024	Forsyth WINS appreciation and reflection statement.	19
December 19, 2024	Christmas Party for Kids even highlights.	8
December 21, 2024	December Holiday Community Event invitation.	10
December 22, 2024	December community event highlights.	14
January 17, 2025	Announcing 100 Strong Black Hoodie Giveaway.	4

Date of Posting	Content Focus	Engagements (Likes/Comments/Shares)
January 30, 2025	Forsyth WINS informational reel with partnership request.	1
January 31, 2025	Video post discussing Forsyth WINS work with upcoming event announcement.	3
February 1, 2025	Video of 100 Strong Black Hoodie Giveaway event highlights.	6
February 1, 2025	Video post – informational with event invitation.	47
February 9, 2025	WSFCS Parent Support Posting of invitation to conversation series with Forsyth WINS director.	20
March 5, 2025	Community=UNITY event on March 8 th invitation.	11
March 8, 2025	Community=UNITY event on March 8 th invitation.	-
March 9, 2025	Post event spotlight – informational session with partnership invitation.	13
March 14, 2025	Post of Forsyth WINS participation in Firearm Injury Prevention workshop.	18
March 24, 2025	April Community event invitation.	10
March 27, 2025	Empowering Participants Through Vision Boards event highlight.	8
April 25, 2025	April 26 th event cancellation (due to weather) notice.	2
May 16, 2025	Mother's Day event invitation.	5
May 21, 2025	Post about Forsyth WINS impact.	13
June 8, 2025	National Gun Violence Awareness Day announcement.	11
June 13, 2025	Men's Day Celebration invitation.	3