

Shannon Community Safety Initiative 2024 Statewide Research Partner Year-End Report

Northeastern University / University of Pennsylvania



Cambridge Youth Programs - City Peace

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Background

The Shannon Community Safety Initiative (CSI) provides funding to communities throughout the Commonwealth of Massachusetts to reduce gang and youth violence through coordinated prevention and intervention, law enforcement, prosecution, and reintegration programs. Since 2006, the Massachusetts Legislature has appropriated funds to support the Shannon CSI; this longstanding investment in evidence-based strategies has made Massachusetts a national leader in violence prevention.

The Shannon CSI is modeled after the Office of Juvenile Justice Delinquency Prevention's (OJJDP) Comprehensive Gang Model, a multi-sectored approach to address a community's gang violence problem using **five** strategy areas:

- **Community Mobilization** – Involvement of local citizens, including former gang members and community groups and agencies, and the coordination of programs and staff functions within and across agencies.
- **Opportunities Provision** – The development of a variety of education, training, employment, and reentry programs specific to engaging gang-involved youth and young adults.
- **Social Intervention** – Youth-serving agencies, schools, street outreach workers, grassroots groups, faith-based organizations, law enforcement agencies, and other criminal justice organizations reaching out and acting as links between gang-involved youth, their families, and needed services.
- **Suppression** – Formal and informal social control procedures and accountability measures, including law enforcement and close supervision or monitoring of gang-involved youth by criminal justice agencies working in collaboration with community-based service providers, schools, and grassroots groups.
- **Organizational Change and Development** – Development and implementation of policies and procedures that result in the most effective use of resources to address gang violence.

The Shannon CSI is administered by the Massachusetts Office of Grants and Research (OGR), a state agency that is part of the Executive Office of Public Safety and Security (EOPSS). In addition to funding local partners to employ Shannon CSI's core strategies, the grant program also funds a research component comprised of Local Action Research Partners (LARPs) and the Statewide Research Partner (SRP). In 2024, Northeastern University—in partnership with the Crime and Justice Policy Lab (CJP) of the University of Pennsylvania—served as the SRP for the Shannon CSI.

The SRP assists the Massachusetts Office of Grants and Research (OGR) and Shannon grantees by providing strategic thinking, critical analysis, and feedback to improve or maintain program operations and ensure that the goals of funded programs are within scope, on schedule, and within budget. Additionally, the SRP creates biannual reports and a comprehensive annual report for OGR, offering highlights of Shannon-funded activities and analyses of Shannon CSI funding allocation. These reports are informed by programmatic data collected from Shannon grantees and information on youth risk and protective factors gathered through the Shannon Individual Risk Assessment.

Year-End Reporting Response Rate

This 2024 year-end report summarizes reports from Shannon CSI partners, sites, and LARPs. It contains information about Shannon CSI activities for the 12-month funding period, January–December 2024. Table 1 below provides the status of partner, site, and LARP reporting as of February 14, 2025.

100%

PARTNER REPORTS

All 145 Shannon CSI-funded partner organizations submitted year-end reports.

100%

SITE REPORTS

All 15 managers of the Shannon CSI sites submitted year-end reports.

100%

LARP REPORTS

All 15 Shannon CSI LARPs submitted year-end reports.



UTEC



Center for Teen Empowerment



Lowell Police Department

Overview of Partner Activities

In 2024, the Shannon CSI awarded **10.9 million** to 15 sites that provide services across 24 Massachusetts communities impacted by gang activity. In total, Shannon dollars supported **145 partner organizations** and **157 full-time equivalent (FTE) positions** to address youth gang violence within these communities (see Appendix for a full list of 2024 partner organizations).

Table 1. Number of 2024 Partner Organizations by Site

	Shannon CSI site	# of funded partner organizations
1	Boston	21
2	Brockton	8
3	Fall River	14
4	Fitchburg	7
5	Haverhill/Methuen	10
6	Holyoke/Chicopee	8
7	Lawrence	8
8	Lowell	10
9	Lynn	5
10	Metro Mayors Coalition*	20
11	New Bedford	3
12	Pittsfield	2
13	Springfield	14
14	Taunton	3
15	Worcester	12
	Total # of funded partner organizations	145

*Metro Mayors Coalition includes the following communities: Cambridge, Chelsea, Everett, Malden, Quincy, Revere, Somerville, and Winthrop

Aligned with OJJDP's Comprehensive Gang Model, in 2024, the Shannon CSI grantees provided services in the following five categories, tailored to the individual needs of at-risk, proven-risk, and high-risk youth in Shannon-funded communities.

- **Positive Youth Development (PYD) and Recreation** – PYD and recreation provide a prosocial outlet for youth to expand and enhance their interests, skills, and abilities. These programs are safe havens for recreational, enrichment, educational, and prevention activities outside school hours (i.e., athletics and physical fitness, school achievement initiatives).

Overview of Partner Activities

- **Case Management, Street Outreach, or Intervention** – Case management, street outreach, or intervention programs for gang-involved and proven-risk youth reach out and act as links to connect youth and their families to social services providers. For high-risk youth and at-risk youth, social intervention programs can include drop-in recreation, positive youth development, and other mechanisms to reach young people and connect them to positive adults and constructive activities.



Rose Conservatory

- **Education and Employment** – These opportunities provision activities provide education, training, and employment opportunities to youth at high risk for youth violence and gang involvement.
- **Suppression** – Suppression programs include close supervision or monitoring of gang-involved youth and other high-impact players by police, prosecutors, probation officers, and other officers of the court. These programs include hotspot patrols, law-enforcement home visits, ride-alongs, re-entry, and special prosecutors.
- **Community Mobilization** – Community mobilization programs educate community members about local gang and youth violence trends, as well as involve community members in strategies to confront the problem.

SMARTT case manager was assigned to a 16 y/o male youth who was suspected to be gang affiliated. He was referred to the program by his alternative school after he brought a knife onto school property. Since he was referred, he has participated in more than 2 years of subsidized employment programming. He is now about to be 18 and has been doing incredibly well. He has been attending therapy and support groups, where he has gained coping mechanisms to help him deal with stress. While working within our subsidized employment programming, he opened a bank account and has been able to put money away for a vehicle. His case manager has signed him up for driver's ed, and he will be driving soon. He is currently set to graduate and is working with his guidance counselor and SMARTT case manager to discern the next steps toward his bright future.

~Worcester Community Action Council (Shannon CSI Worcester site)

Overview of Partner Activities

Table 2 presents information on annual outcomes achieved for 2024, compared to outcomes for 2023. Increases in program activity were examined across all service areas, including a notable 91% increase in the number of case management services provided and an 89% increase in the number of youths who participated in employment programs.



YWCA, Lowell

Table 2. 2024 Outcome Reporting

Strategy and Outcome	2023	2024	% change
Positive youth development & recreation			
# participated in youth development programs	12,475	11,069	-11%
# participated in recreation programs	9,157	11,452	+25%
Case management, street outreach, or intervention			
# received case management services	1,879	3,588	+91%
# received street outreach services	1,349	1,124	-17%
Education & employment			
# participated in education programs	3,246	5,766	+78%
# participated in employment programs	1,497	2,826	+89%
Suppression			
# hot spot patrols completed	4,862	4,027	-17%
# law enforcement supported home visits	311	483	+55%
Community mobilization			
# community members attended events, meetings & presentations	32,127	50,954	+59%
# community events, meetings & presentations held	1,248	1,493	+20%

Youth Target Population and Trends

In 2024, Shannon CSI partners served over 28,250 young people between the ages of 10 to 24. Shannon CSI populations remain fairly consistent from year to year. Participants tend to be more heavily male and come from communities of color. In 2024, youth aged 15-18 were most strongly represented. From 2023 to 2024, there were slight changes in the distribution of risk factors among Shannon youth, with an 18% decrease in youth who were assessed as low risk and a 14% increase in youth assessed as moderate risk compared to youth risk levels in 2023. Table 3 presents demographic information for youth participants in 2024, compared to youth participants in 2023.

28,250+
YOUTH SERVED

Table 3. Shannon CSI Participant Demographics

Demographics	2024	2023
Age		
10-14	27%	35%
15-18	29%	36%
19-24	8%	10%
Unknown	36%	19%
Sex		
Male	40%	52%
Female	26%	31%
Other/Unknown	34%	17%
Race		
Hispanic	26%	35%
Black	16%	19%
White	11%	14%
Two or more	5%	6%
Asian	3%	3%
American Indian/Alaskan	<1%	<1%
Other/Unknown	39%	23%
Risk		
High	19%	15%
Moderate	32%	18%
Low	49%	67%

Partner and Site Successes

The SRP team used grounded theory methods to analyze Shannon partner and site reports for patterns regarding successes and challenges experienced by grantees during the 12-month reporting period of January – December 2024. Our team identified four common themes related to partner successes: high program participation, focus on education and employment activities, expansion of Shannon programming, and increased collaboration among partners.

Increased Program Participation

There was a notable increase in demand for Shannon programming in 2024, as evidenced by the rising enrollment in Shannon programs and a total increase of 6,000 participants from the previous year.

Forty-one or 28% of Shannon CSI grantees reported high program participation. Kidz Konnect, in Brockton, retained its largest-ever cohort of Summer Leaders, with a total of 76 participants. Chelsea Police Department's new programming resulted in 100 youth participants, compared to 35 last programmatic year. Attendance at entrepreneurship workshops hosted by Change the Play in Lawrence grew by 85%. As shown in Table 2, participation in Shannon activities increased across all core categories in 2024, especially in the education and employment categories.



Holyoke Boys & Girls Club (HBGC)

Emphasis on Education and Employment

Relatedly, thirty-three, or 23% of partner organizations reported increased focus on education and employment programming. Grantees used their Shannon funding to provide workforce development training, help youth secure employment, and encourage academic achievement. Grantees shared an additional thirty-three Shannon impact stories in their 2024 year-end reports, highlighting youths' successes in securing internships, full and part-time employment, and obtaining higher education. In Worcester, a long-time Shannon youth at the Boys and Girls Club will graduate high school with a certificate in early childhood education and certifications from the Massachusetts Department of Early Education and Care before starting college in the fall. To address high local unemployment rates, ACT Lawrence expanded its network of employer partners, increasing the number of participants who were able to secure employment and contribute to their families' income. With the rising cost of living, Shannon partners are responding to youths' needs for programming that will increase their employability, whether through higher education or tangible job skills.

Partner and Site Successes

Expansion of Shannon Programming

Fifty-five or 38% of Shannon CSI partner organizations reported expansion of their program offerings. Several partner organizations have responded to changing Shannon youth demographics by instituting new programming. For example, Springfield Boys and Girls Club hosted a teen night specifically for girls, which resulted in a new Club member. The Blooming into Womanhood initiative at Cambridge Youth Programs City Peace was described by grantees as a “resounding success” that “attract[s] young women from across the city. Boston Centers for Youth and Families established programming for LGBTQIA+ youth, who had previously been difficult to engage. Not only are Shannon partners adding programming to reach new youth, but they are also expanding the resources provided to participants. UTEC in Lowell, for example, has seen significant growth in its Digital Art and Branding class and has been able to provide access to iPads and Microsoft Surface tablets, laser cutters, and linoleum block printing for students’ creative endeavors. At Making Opportunity Count in Fitchburg, grantees provided a financial literacy simulation, which allowed participants to experiment with money management strategies and learn about loans, credit, budgeting, and cost management. As a result, program staff “witnessed some of [their] least engaged youth [...] start to embrace the workshop and come out of their shell.”

Collaboration Among Partners

Thirty-nine or 27% of Shannon CSI partner organizations reported increased collaboration between Shannon grantees and other local organizations. Merrimack Valley YMCA, for example, worked with other local organizations to provide transportation assistance and scholarships, “ensuring equitable participation” in their programming. Shoot Hoops C3 in Springfield credits its inter-agency partnerships between law enforcement and schools as a main success in 2024. Those partnerships have helped build strong relationships among youth, law enforcement officers, and Shannon families, which “leads to better outcomes for the youth and the neighborhoods.”



Quincy Police Department

Our success in 2024 is the partnerships we have developed with agencies. We have a great team of coaches and volunteers that include Springfield Police Officers, Hampden County Sheriff's Office staff, Forest Park Middle School, Duggan Academy, and Brightwood Elementary teachers and faculty. The relationships that have been developed with the youth and coaches have been impactful for both the youth and the volunteers. Youth and families have a different image of law enforcement because they have the opportunity to see law enforcement in a different capacity and they can see that the officers genuinely care about the youth. Our volunteers have been able to develop and build relationships with families as well. This leads to better outcomes for the youth and the neighborhoods.

~ Shoot Hoops C3 (Shannon CSI Springfield Site)

Partner and Site Challenges

Our thematic analysis of the 2024 year-end reports also revealed three common areas of opportunity among Shannon grantees: staffing, funding, and youth engagement and retention.

Staffing

Thirty-six or 25% of Shannon CSI partner organizations reported difficulties maintaining appropriate staffing levels. Notably, Shannon programs are experiencing increased demand for services, expanding their program offerings, and recording record-high enrollment. This rapid growth is welcome, but strains partner organizations' abilities to provide appropriate staffing. As a provider at Merrimack Valley YMCA explained, "with rising community needs, we faced higher enrollment than anticipated, stretching staff capacity and resources."

"With rising community needs, we faced higher enrollment than anticipated, stretching staff capacity and resources."

~ Merrimack Valley YMCA

Partners also experienced high turnover rates due to a competitive job market, as smaller organizations compete with larger employers offering more attractive pay and benefits. At YouthConnect BGC in Boston, this has led to their talented staff of social workers "picking up the overflow of referrals in order to maintain outreach efforts to over 500 youth despite [their] more limited capacity." To reduce the risk of burnout among existing Shannon staff, additional emphasis should be placed on reducing turnover, identifying new talent pools for recruitment, and encouraging retention.

Funding

Relatedly, twenty-five or 17% of Shannon CSI partner organizations reported difficulty maintaining sufficient funding to cover operations. YOU Inc./Seven Hills Foundation in Worcester was forced to close its Shannon programming due to insufficient funds. Even programs with other funding sources increasingly rely on Shannon grants as other avenues close. In Braintree (MAPC), and Haverhill-Methuen, Shannon funding was pivotal in keeping partner organizations afloat after local budget cuts. The Cambridge Community Art Center also faced operational challenges after a corporation discontinued one of its largest multi-year grants. With growing demand for services, record participation, and a potentially shrinking federal funding landscape, maintaining Shannon CSI funding is critical to grantees



Cambridge Youth Programs - City Peace

Partner and Site Challenges

Youth Engagement & Retention

Despite the steady increase in youth participation in Shannon programming, twenty-one, or 14% of Shannon CSI partner organizations reported difficulties with youth engagement and retention. Some of these challenges are related to obstacles highlighted in previous reporting periods, including a decline in engagement due to mental health struggles, lack of family support, transportation challenges, or retaining youth through program “off-seasons.” As the SRP, we will consider convening partners who have led successful recruitment and retention strategies and partners who are still experiencing participation challenges to troubleshoot the issue together.



Palante



Lowell Police Department

College has always been a challenging path for our young adults to navigate. Financial risks and a lack of adequate support have left students in difficult situations, especially if they are unable to complete a semester for various reasons. However, with community college now more accessible and posing fewer financial barriers, we have successfully enrolled three young adults in courses [...] To accommodate the increasing interest in higher education, we are actively working to develop a more structured and intentional college preparation and support program, ensuring our young adults are well-equipped to succeed in their academic journeys.

~ UTEC (Shannon CSI Lowell Site)

Summary of LARP Activities

In 2024, the Shannon CSI awarded a total of \$796,106.07 to 15 Local Action Research Partners, who are each paired with a Shannon-funded community to provide strategic, analytical, technical, and research support. LARPs engage Shannon grantees in action research cycles to inform local program decisions, maximize grant efforts, and provide lessons learned for other sites.

“The reports [we generate as a LARP] allow us to make decisions in real-time about resource needs and emerging trends. They often inspire people from different sectors to realize they need to collaborate.”

~ Clark University (LARP for Shannon CSI Worcester site)

The following section summarizes year-end LARP reports for activities conducted from June - December 2024, with a focus on four key areas: community risk assessments and general research support, participation in Steering Committee meetings, adoption and implementation of the Shannon Individual Risk Assessment, and assistance with partner/site programmatic reports.

Community Risk Assessments and General Research Support

LARPs support Shannon sites by conducting community risk assessments to be used for identifying strategies or gaps in local services needed to address gang violence in their respective communities. For the second half of 2024, LARPs made significant contributions to Shannon-funded sites through the following community risk assessment and general research support activities:

- **Boston University** analyzed city and neighborhood-level risk for the eight MAPC cities in their coalition (Cambridge, Chelsea, Everett, Malden, Quincy, Revere, Somerville, and Winthrop) using Census, crime, and other public health data sources. The LARP noted that where particular cities within their diverse site have lower levels of gang activity/violence, there are specific neighborhoods with higher levels of risk. As part of their annual community risk assessment, BU analyzed available incident-based data to understand trends in crime among communities, including a focus on the age distribution of victims and offenders of serious violent crime. Results showed that cities within their site exhibit high rates of violence among Shannon-aged youth categories. Although prevention partners appropriately focus on school-aged youth, BU recommends that partners explore more program opportunities for older youth as well as expand programming to neighborhoods with higher levels of violence.
- **Bridgewater State University** is paired with the Brockton Shannon site. In 2024, the LARP distributed techniques shared by the SRP for conducting gang/group audits. The LARP also initiated a new community risk assessment and plans to integrate data from Brockton Public Schools.
- **CERT Inc.** supported Holyoke Police Department (HPD) in transitioning their data management system from IMC to Mark 43. Another major undertaking by the LARP was developing an IOS application for one of their partner organizations, Pa'lante. The app helps the organization to capture participant demographic information, case notes, and program attendance.

Summary of LARP Activities

- **Clark University** produced monthly indicator reports for the Worcester Shannon site, that included local data on family wellbeing, infant mortality, evictions, unemployment, school discipline, service availability, youth gun and knife incidents, and youth arrests. These reports helped guide decision-making at Shannon grantee meetings by identifying emerging trends and areas in need of support.
- **Crime and Justice Institute (CJI)** collaborated with Fall River community partners to facilitate focus groups with young people and youth-serving stakeholders. CJI synthesized findings along with research on developmental science and best practices for working with youth as part of their community risk assessment. The report included trends in Fall River's demographics, socioeconomics, education system, and delinquent and criminal activity. It also provided descriptions of city resources with recommendations for improved collaboration between Shannon grantees and local organizations in Fall River.
- **Kelley Research Associates (KRA)** completed a five-year study of crime trends in Taunton. The analysis highlighted a significant decline in Calls for Services (CFS) from 2021 to 2023. Seasonal and weekly patterns were also examined, showing peaks in criminal activity during warmer months and mid-week spikes. KRA also assisted in the expansion of Taunton Housing Authority (THA) programming by creating case management reporting tools and assisting with data collection and reporting requirements. Finally, KRA provided support with budget monitoring for the Taunton site, resulting in streamlined expenditure tracking and enhanced fiscal accountability.
- **New Bedford LARP, Sean Varano**, provided technical assistance to local program staff in the collection and reporting of all Shannon program data. Two main areas of assistance in 2024 were providing renewed strategic direction for the site's Shannon Steering Committee and reconciling the site's internal case management system, with the SRP's Shannon Individual Risk Assessment records.
- **North Shore Community College (NSCC)** worked with the Lynn Police Department to analyze crime trends during the second half of 2024 (July – December). Their analysis found that approximately 70% of all offenses committed by individuals 24 years and younger were violent offenses, compared to 62% reported for quarter 1 2024 (January – March). NSCC presented the results of these analyses to Shannon partner organizations to better contextualize the issues facing the communities they serve.
- **Northeastern University/Crime and Justice Policy Lab (CJP)** is paired with the Boston Shannon site. In 2024, the LARP team completed interviews with Boston Police Department homicide detectives to collect information on the nature of homicides in 2023. The analysis has yielded many policy-relevant insights on the 37 homicides that occurred in Boston in 2023. These findings include that 73% of homicides were committed with firearms, and 54% stemmed from conflicts involving gangs. The LARP also met with the Boston site manager to discuss a plan for offering more targeted research support to Shannon grantees, which will be implemented in 2025.
- **Salem State University** made progress on its city-wide gang assessment for the Shannon Springfield site, which involved developing a community survey and consulting Springfield

Summary of LARP Activities

Police Department staff on data options and availability. In 2024, the LARP continued to work with grantees on their implementation of the Shannon IRA. Specifically, the LARP developed a new virtual IRA training module for partner organizations, which was shared via a Shannon CSI Springfield Canvas page designed to facilitate communication between the LARP, site managers, and partners. The LARP team also assisted Shannon partners in Springfield with applications for new funding opportunities.

- **University of Massachusetts Chan Medical School** assisted with the recruitment and onboarding of new members of the Young Adult Community Advisory Board (YAAB), a group of youth ages 18-24 who are currently or previously engaged in the Tri-City (Fitchburg, Gardner, and Leominster) Shannon-funded programming. The YAAB's mission is to build an inclusive space where young people have an opportunity to engage in meaningful discussions about and provide input on the programmatic activities, policies, and strategies of the Tri-City Partnership and the wider communities in which they live. In 2024, the LARP team helped to hire six YAAB members and conducted four YAAB meetings.
- **University of Massachusetts Lowell (Chris Harris)** serves as the LARP for the Shannon Lawrence and Haverhill/Methuen sites. During the reporting period, the LARP gathered gang intervention data to provide recommendations on best practices to Shannon partner organizations. The LARP also engaged with partner organizations through Steering Committee meetings and is currently updating community risk assessments for the Lawrence and Haverhill/Methuen sites.
- **University of Massachusetts Lowell (Robin Toof)** assisted the Lowell Police Department (LPD) with the administration of surveys to the parent and youth participants of the LPP's summer program. The results of the surveys provided insight into youth perceptions of the police and how they were largely improved through participation in the program. The LARP also conducted an informal study on reports of youth in downtown Lowell during school hours. The study revealed that the youth were not engaging in any disruptive behaviors, but it did raise potential concerns about class attendance. Based on these concerns, the LARP plans to engage school personnel in conversations about this issue to find out more about their efforts to keep kids in school and how youth agencies can help.
- **Westfield State University** worked with 18 Degrees of the Shannon Pittsfield site to develop a logic model for their program activities. Logic models are useful tools for illustrating the relationship between an organization's resources, activities, and goals. Through this process, 18 Degrees was able to identify program activities that most aligned with their intended outcomes as well as ways to refine their case management processes. The LARP also helped to develop and update the organization's data collection tools to ensure they were gathering the right information to measure progress toward their goals.

Steering Committee Meetings

Each Shannon CSI site is tasked with maintaining an active Steering Committee representing the spectrum of grantees and the diversity of their community to ensure collaboration, consistent

Summary of LARP Activities

information sharing, oversight, and direction for their grant award. Steering Committees also provide a platform for LARPs to share emerging and evidence-based practices as well as findings and recommendations from their community risk assessments.

Reinvigorating Steering Committees was a common theme among Shannon LARPs in 2024. The Shannon New Bedford LARP worked with its site manager to establish an updated set of goals and strategic vision for its Steering Committee. In Springfield, the LARP and site manager launched a new Steering Committee that started meeting in June 2024, and in Boston, the Northeastern/CJP LARP met with their Shannon site manager to discuss reinstating Steering Committee meetings in 2025. Steering Committee meetings were also a topic of discussion at the SRP-hosted Shannon Day event in 2024. In 2025, we propose developing updated guidance on Steering Committee implementation, drawing on best practices and lessons learned from Shannon sites.

Individual Risk Assessment

LARPs support Shannon CSI site managers with the adoption and implementation of the Individual Risk Assessment (IRA), an assessment tool used by Shannon CSI grantees to inform decisions around youth programming and referral. Overall, the use of the IRA increased in 2024, with 961 youth assessed compared to 498 youth in 2023. We also saw an increase in the number of sites utilizing the tool; in 2024 11 out of 15 sites used the IRA compared with 10 sites in 2023.

In 2024, LARPs were instrumental in assisting the Northeastern/CJP SRP team in gathering data for our study on the predictive validity of the Shannon IRA. Specifically, from December 2023 to December 2024, we worked with Shannon LARPs and site managers to gather six-month IRA follow-up data, asking youth about their involvement in gangs and violence since they were first assessed with the IRA. Through this experience, LARPs identified two areas for improvement with IRA implementation. First, partner organizations need more training on how to implement the IRA, including how to generate youth ID codes to ensure the confidentiality of the IRA data. Additionally, the IRA remains a challenge for some grantees to implement due to lack of capacity to administer the tool while also running programming. We are now in the data analysis phase of our IRA validation study and plan to share results with OGR ahead of our planned Shannon Leadership Forum in April 2025. Following the conclusion of the study, the Northeastern/CJP team will work with LARPs to develop updated guidance on the Shannon IRA. We will also explore the option of using Canvas or other educational platforms, to ensure new training materials are readily accessible to all Shannon grantees.

Partner and Site Programmatic Reporting

As the SRP, we have seen consistent improvements in the timeliness and quality of Shannon biannual reports; this is in large part, attributable to the efforts of LARPs, who work in close collaboration with Shannon grantees to ensure timely and accurate programmatic reporting. In 2024, all LARPs were available to assist site managers and partner organizations with the Shannon biannual reporting requirements.

Recommendations

The Shannon CSI promotes multisectoral cooperation with law enforcement, working alongside social and human service agencies to reduce gang and youth violence across the Commonwealth. Each of these stakeholders has a unique role within the Shannon CSI; police departments, for example, may allocate all or a portion of their Shannon funds to targeted crime suppression activities, while community-based organizations may use their grants to fund education and/or employment programs for youth. Municipal governments and police manage Shannon funds, working with direct service providers to systematically gather data on participants and program activities. This reporting period highlighted the need to **clarify reporting requirements and roles between primary grant holders**. The Northeastern/CJP team worked with grantees to resolve this issue and scheduled a call with OGR, and the Shannon site managers involved to further clarify roles for future reporting cycles.

The 2024 year-end reporting period also revealed a few areas where the SRP team could offer guidance to improve the biannual reporting process for Shannon grantees. In one instance, a Shannon LARP asked how they could assist a Shannon-funded police department in generating hot spot suppression reports; number of Shannon-funded hot spot patrols is one of the data points we gather from police departments, along with data on ride-alongs, home visits, warrants, and prosecution. Collecting data on suppression-related activities will vary depending on how a police department logs activity. For example, a police department may assign units to hot spot patrols, and this activity would then be logged in the PD's computer-aided dispatch (CAD). In other cases, if particular units are always assigned to hotspot patrols, every shift might be counted as a hotspot patrol. The Northeastern/CJP SRP team plans to **administer a survey to Shannon-funded police departments before the next year-end reporting cycle to better understand how they log activity**; this information will help us and the LARPs to offer police departments informed guidance to improve their data collection and analysis practices. We also plan to discuss this topic at the upcoming Shannon Leadership Forum in April 2025.

Similarly, we also see value in administering a survey to all non-police Shannon grantees to gather information on how they collect and analyze data. The SRP's biannual report asks grantees to categorize their program activities by selecting one or more of the five Shannon service category areas. In a few cases during this reporting period, partner organizations selected a service category area, but did not respond when prompted to share data related to that service. In each case, we followed up with grantees to gather this information. We plan to **convene Shannon LARPs before the interim reporting period, to discuss how they can support a more streamlined reporting process for grantees** by, for example, reviewing their current data collection tools to ensure that the variables we gather data on for Shannon-funded activities are integrated into their data collection tools and, therefore, easily accessible during reporting periods.

Lastly, we noted several recurring challenges among grantees, including staffing, funding, and youth engagement and retention. As the SRP, we have a unique opportunity to convene

Recommendations

Shannon grantees and connect them to resources. In the upcoming months, we will **identify potential statewide resources**, including job fairs, professional organizations, and university networks, to facilitate connections between Shannon grantees and potential qualified staff. We will also **convene Shannon site managers and LARPs who have experienced successful youth recruitment and retention initiatives to share their strategies** with grantees who are still experiencing participation challenges. This obstacle presents yet another opportunity for Shannon grantees to use collaboration to troubleshoot their shared challenges, and we look forward to facilitating that process. The SRP's ability to make recommendations on funding challenges is more limited. However, **convening grantees to discuss recent changes in the funding landscape** could be beneficial.

One of our high school seniors comes from a single-parent household. At the young age of 17, he acts as the second parent in his family, providing financial support where possible. He was recommended to our program in 2023 by a court-assigned mentor. In his first year with us, he decided he wanted to be an electrician. Today, he has successfully applied for college and is navigating his way through the workforce. As a student, we have seen significant progress both in his attendance at school and his GPA. He continues to be present in class, submitting his work on time, and using his newly developed communication skills to express his needs to his teachers and our team. This student is faced with challenges daily; he must choose between the right path and the easy one. Although he has a long way to go, he has certainly shown much growth and confidence that will make his future unstoppable.

~ ACT Lawrence, Inc. (Shannon CSI Lawrence site)

Appendix: Shannon 2024 Partners

Boston

1. ABCD
2. Boston Centers for Youth and Families
3. Boston Medical Center VIAP
4. Boston Police Department
5. Boston Public Health Commission
6. EDIC/OWS/YOUBoston
7. Fathers Uplift
8. Freedom House
9. Future Chefs
10. Hydesquare Taskforce
11. JRI-MLMC/Strive
12. Louis D. Brown Peace Institute
13. Maverick Landing
14. More Than Words
15. Mothers for Justice and Equality
16. Project Right
17. Sportsmens Tennis and Enrichment Center
18. St Stephen's Youth Programs
19. The Center for Teen Empowerment
20. YouthBuild Boston
21. YouthConnect BGCB

Brockton

1. Boys & Girls Club of Metro South
2. Brockton Police Department
3. Health Imperatives
4. Kidz Konnect (Old Colony YMCA)
5. Love to Learn Inc.
6. Rose Conservatory
7. Safe Corners (Old Colony YMCA)
8. Strategies for Youth (Juvenile Justice Jeopardy)

Brockton

1. Boys & Girls Club of Metro South
2. Brockton Police Department
3. Health Imperatives
4. Kidz Konnect (Old Colony YMCA)
5. Love to Learn Inc.
6. Rose Conservatory
7. Safe Corners (Old Colony YMCA)
8. Strategies for Youth (Juvenile Justice Jeopardy)

Appendix: Shannon 2024 Partners

Fall River

1. Bristol County District Attorney's Office
2. Bristol County Sheriff's Office
3. Bristol County Training Consortium / MassHire Bristol Career Centers
4. Fall River Boys and Girls Club
5. Fall River Police Department
6. Fall River Public Schools
7. Fall River YMCA
8. Fall River Youth Court
9. Family Service Association
10. Greater Fall River RE-CREATION
11. Massachusetts Parole Board
12. Solid Ground Psychotherapy
13. United Neighbors of Fall River
14. YouthBuild Fall River

Fitchburg/Gardner

1. City of Fitchburg Police Department
2. City of Gardner Police Department
3. Leominster Police Department
4. Making Opportunity Count (formerly Montachusett Opportunity Council)
5. Mount Wachusett Community College
6. Shining Light Ministries
7. Spanish American Center

Haverhill/Methuen

1. Boys & Girls Club of Greater Haverhill
2. CAI/MakeIT Haverhill
3. Haverhill Police Department
4. Leaving the Streets Ministries
5. Methuen Arlington Neighborhood, Inc.
6. Methuen Police Department
7. North Shore YMCA, Haverhill
8. UTEC
9. Whittier Regional Vocational Technical High School
10. YWCA of Northeastern Mass.

Holyoke/Chicopee

1. Chicopee Boys & Girls Club (CBGC)
2. Chicopee Police Department
3. Hampden County Sheriff's Dept
4. Holyoke Boys & Girls Club (HBGC)
5. Holyoke Police Department
6. MassHire Holyoke
7. Pa'lante
8. The Center for Resilience

Appendix: Shannon 2024 Partners

Lawrence

1. ACT Lawrence, Inc.
2. Boys & Girls Club of Lawrence
3. Change the Play, Inc.
4. Lawrence Family Development & Education Fund, Inc.
5. Lawrence Police Department
6. Merrimack Valley YMCA
7. Sueños Basketball
8. YWCA Northeastern Massachusetts Inc.

Lowell

1. Boys & Girls Club of Greater Lowell
2. Cambodian Mutual Assistance Association
3. Career Center of Lowell
4. Community Teamwork Inc - YouthBuild
5. Lowell Community Health Center
6. Lowell High School
7. Lowell Parks and Recreation
8. Lowell Police Department
9. UTEC
10. YWCA

Lynn

1. Catholic Charities North
2. DPW/Parks & Recreation
3. LifeScene
4. Lynn Police Department
5. LYSOA

MAPC

1. Braintree Police Department
2. Cambridge Community Art Center
3. Cambridge Police Department
4. Cambridge Youth Programs - City Peace
5. CAPIC - Revere PAL
6. Center for Teen Empowerment
7. Chelsea Police Department
8. City of Chelsea - Jordan Boys and Girls Club
9. City of Malden
10. Everett Police Department
11. Malden Police Department
12. Malden/Mystic Valley YMCA
13. North Suffolk Community Services (Youth Mental Health Initiative)
14. Quincy Police Department
15. Quincy Recreation Department

Appendix: Shannon 2024 Partners

16. Revere Police Department
17. Roca Inc.
18. Somerville Police Department
19. Winthrop Community Against Substance Abuse (CASA)
20. Winthrop Police Department

New Bedford

1. Bristol County District Attorney's Office
2. New Bedford Police Department
3. NorthStar Learning Center

Pittsfield

1. 18 Degrees - Pittsfield Community Connections
2. Pittsfield Police Dept

Springfield

1. COGIC Family Services
2. Greater New Life Christian Center
3. Martin Luther King, Jr. Family Services
4. New North Citizens' Council
5. Regreen Springfield
6. Shoot Hoops C3
7. South End Community Center
8. Springfield Boys & Girls Club
9. Springfield Boys & Girls Club Family Center
10. Springfield Police Department
11. The Mission Inc.
12. The Salvation Army
13. YMCA Dunbar
14. YWCA of Western Mass

Taunton

1. Taunton Housing Authority (Paul Bunker/Riverside Complex)
2. Taunton Housing Authority (Bristol Commons)
3. Taunton Police Department

Worcester

1. Amateur Athletic Association /Fitness and Wellness
2. Big Brothers Big Sisters of Central Mass and Metrowest
3. Boys & Girls Club of Worcester
4. Extreme Kid, Inc.
5. St. Bernard's Church/Our Lady of Providence Parish

Appendix: Shannon 2024 Partners

6. The Torch Foundation
7. Worcester Community Action Council
8. Worcester Police Department
9. Worcester Youth Center, Inc.
10. Worcester Youth Violence Prevention Initiative
11. Yes We Care, Inc.
12. YOU Inc./Seven Hills Foundation