L11: Violence Reduction: Comprehensive Planning and Funding Strategies

Trainers:
John A. “Jack” Calhoun & Andrew O. Moore
Institute for Youth, Education and Families
National League of Cities

www.nlc.org
Session Objectives and Agenda

PowerPoint slides

Leadership References & Training Tools

- Key Elements of Partnership
- Boston alignment diagram
- Boston Listening Session Fact Sheet
- Sample lists of policy & technical team membership: San Jose, California
- CCGPN Stakeholder Engagement Chart & Questions
- Boston Inventory Matrix by main purpose
- Developing a Strategic Plan: Major Overlapping Steps
- City of Minneapolis Youth Violence Prevention Fact Sheet
- P-I-E-R-CV quadrant blank
- P-I-E-R-CV quadrant: sample evidence-based programs
- List of recommended local baseline data
- Sample evaluation overview
- Outline of Major Elements – Violence Prevention Comprehensive Plan
- Planning Flow Chart
- Sample Planning Process / Timeline – Oxnard, California
- List of evidence-based and evidence-informed practices: CalGRIP RFP Excerpt
- Five circles of gun violence prevention activity blog post
- Sandy Hook principles
- Overview: Federal Funding for Violence Reduction

Background Materials
- NLC Municipal Action Guides – funding, sustainability, evaluation, prevention
- NLC Strategy Paper: Developing a Comprehensive Plan
- NLC Gang Prevention Toolkit

Biographical information
- Jack Calhoun, Senior Consultant, NLC
- Jen Maconochie, Boston Police Department
- Andrew Moore, Senior Fellow, NLC Institute for Youth, Education, and Families
Goal: Participants will learn how to develop community-anchored violence and gun violence reduction initiatives and marshal the resources to build and sustain them.

Objectives: Participants will develop skills to:
- Clarify desired results and develop balanced, comprehensive strategies
- Engage the right partners, including non-traditional stakeholders
- Present a strong case for investment
- Evaluate potential funding strategies and opportunities to “blend” and “braid” funding from multiple sources, and
- Build a leadership structure that sustains and improves the city’s efforts over time.

AGENDA

1:30pm Welcome and introductions
2:00pm The balanced, comprehensive approach to violence reduction
2:30pm Engaging the full range of community partners and resourcing the local initiative
3:00pm Break
3:15pm Applying the balanced, comprehensive approach in your city, Part I
4:00pm Applying the balanced, comprehensive approach in your city, Part II
4:30pm Next steps
National League of Cities’
Institute for Youth, Education, and Families

Comprehensive Youth Violence Reduction:
Leadership Training Seminar

John A. Calhoun, Senior Consultant
Andrew O. Moore, Senior Fellow
Jen Maconochie, Boston Police Dep.
March 10, 2013
What we’re learning – comprehensive approach works when:

- Mayor and police chief lead together, publicly
- Law enforcement and human services see each other as pertinent contributors to solutions
- A public, written comprehensive strategy is in place and being implemented (and gets updated periodically)
Comprehensive approach works when, cont.

- City puts a mechanism in place for tracking and monitoring the strategy’s implementation and success
- City has a functional working relationship with county/state re: social and prevention services (& law enforcement)
- The approach emphasizes the relational: Getting adults into the lives of youth.
Comprehensive approach works when, cont.

- City operates under a comprehensive plan drawn from a wide variety of data sources
- (At least one) staff person organizes, convenes meetings, tracks plans and progress, brings in additional resources
- City addresses environmental factors such as over-concentration liquor stores, easy availability of guns, abandoned housing…
Two options

Categorical Programming
- Prescriptive
- Reactive
- Fragmented
- Narrow funding
- Piecemeal services
- Evaluate inputs & outputs
- Vertical decision making

Comprehensive Programming
- Developmental
- Proactive
- Collaborative
- Diverse funding sources
- Base services on analysis
- Evaluate outcomes
- Horizontal, inclusive decision making
Six Key Components of Comprehensive Planning

- Forging a Common Vision
- Engaging All Stakeholders
- Sharing Accountability
- Involving Leadership
- Developing Strategies
- Coordinating Initiatives
Component One: FORGING A COMMON VISION

- Actionable
- Summed up in a catchy phrase
- Single indicator, or a tight, logically connected set of indicators used consistently to measure progress toward the vision
- Key words: “all” “thrive” “safe” “healthy” “nurturing” “enrich” “potential”

Strengthening the vision:
1. Identify a communicable goal that conveys urgency.
2. Adopt a common language and framework that lends itself to frequent, flexible use.
Comprehensive Plans in Action:
FORGING A COMMON VISION

A City at Peace – Salinas, California

Safe and healthy youth connected to their families, schools, communities and their futures – San Jose, California

Reclaim our youth for their families, schools, communities and futures – Santa Rosa, California

Linked to a bold goal: “Cut gang violence in half in five years” …”5% annual reduction in violent crime and gang related violent crime.”
Comprehensive Plans in Action: ENGAGING ALL STAKEHOLDERS

Key stakeholders in implementation:
- Mayor
- City Council
- City Agencies (e.g., Department of Parks & Recreation, Planning, Police, etc.)
- CBOs & FBOs
- Parents
- Local Media
- Business Leaders
- Community Leaders
- Youth Advocates
- Youth
- County agencies/leaders

San Jose approaches:
- Yearly gang summit provides a community consultation mechanism
- Community meetings throughout the year
- New plan developed through additional consultation process, every 3 years

“Instead of doing to us, or trying to fix us when we are not broke, or trying to design programs without any youth input, they ask our advice.” (Youth, Hampton, VA)
Comprehensive Plan Component: DEVELOPING STRATEGIES

✓ Speaking about strategies in a language shared and agreed upon by all stakeholders

Samples of Comprehensive Strategies:

1. Engaging Youth and Families
2. Improving and Coordinating Systems and Services
3. Aligning (Public and Private) Resources
4. Increasing Number of Quality Developmental Activities for Youth

Sources: Forum for Youth Investment Ready by 21™ and Community Action Framework (Youth Development Strategies)
Focus on the areas hardest hit by crime – San Bernardino’s Operation Phoenix

San Jose Action Collaboration Transformation:
1. Strengthen/expand the asset-based service delivery system
2. Design/execute an education and awareness campaign using culturally competent strategies
3. Implement a comprehensive capacity-building strategy for youth, families, neighborhoods

Santa Rosa Reclaiming Our Youth:
1. Increase the number of prevention programs
2. Increase intervention services/positive opportunities for high-risk and gang-involved youth and families
3. Increase enforcement efforts for serious & violent crime
4. Create delivery system & progress measures
Comprehensive Plan Component: SHARED ACCOUNTABILITY

Groundwork for strong, shared accountability system:

- Common definitions of outcomes and services/supports
- Specific targets for outputs and outcomes
- Designated responsibilities for stakeholders
- Public ownership of big picture goals in each area
Comprehensive Plans in Action: SHARED ACCOUNTABILITY

**San Diego:** Involve 270 youth through
a) Prevention – extended hours at targeted City Recreation Centers;
b) Intervention – Staff coordinator to work with Gang Commission, PD, and community to identify, organize, maximize resources
c) Suppression: Intelligence analyst provides link analysis…to enable police to allocate resources most effectively
Also: Partner with San Diego Police Department to conduct regular Collaborative Truancy Curfew sweeps citywide…and more…

**San Jose, Santa Rosa, and other cities:** commissioned external evaluations.

**Oakland:** Partners will track outcomes and evaluate strategies to ensure a reduction in gang violence:
1) Reduced gang-related violence & crime; 2) Reduced # of young people reporting gang involvement; 3) Reduction in truancy & violent expulsion rates…
A Coordinating Infrastructure:

- Creates the coordination, communication, accountability systems and structures needed to manage and sustain a long term commitment to the comprehensive plan.
- Aligns and strengthens existing efforts essential to the broad strategies articulated in the plan.
- Receives support from dedicated staff.

Possible Coordinating Bodies:

- Task Force
- Community Collaborative
- Intermediary Organization
- City Office
Comprehensive Plans in Action: COORDINATING INFRASTRUCTURES

Oakland:
- Mayor’s Public Safety Policy Council
- Gang Prevention Task Force
- Interagency Gang Prevention Council
- Public Safety Coordinating Councils

San Bernardino:
- Interagency Steering Committee
- Operation Phoenix Street Team

San Jose Mayor’s Gang Prevention Task Force operates on two levels:
- Policy Team - 40 members, leadership level
- Technical Team – as many as 200 people in city, county, and community agencies

Divide effort by geography; place coordinator in each “hot spot” zone
Comprehensive Plans in Action: INVOLVING LEADERSHIP

- **San Jose**: Mayor & Chief co-chair Gang Prevention Task Force
- **San Diego**: Mayor appoints members of Gang Commission; assigns staff liaison
- **San Bernardino**: Mayor launches Operation Phoenix and staffs out of his office (and flips burgers on “hot spot” neighborhood corners)
- **Salinas**: Mayor forges Community Alliance for Safety and Peace partnership with county
Santa Rosa Strategic Plan Diagram

VISION
Reclaim Our Youth for Their Families, Schools, Communities, and Futures

MISSION
To Reduce Youth Violence by Mobilizing and Aligning Community Resources through Prevention, Intervention, and Enforcement

GUIDING VALUES
As a Community We Commit to:
- Valuing all our youth
- Less reliance on enforcement only solutions
- All youth succeeding in school
- Recognizing youth & gang violence as a community-wide issue, requiring a
- Build on the capacity, assets, & resiliency of our community, neighborhoods, & families to ensure our youths full membership in our community & society
- Meaningful community participation, increasing connections with positive, caring adults, and setting high expectations for our youth and families

STRATEGIC GOALS

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<tr>
<th>AWARENESS</th>
<th>INTERVENTION</th>
<th>RE-ENTRY</th>
<th>MEASUREMENTS/METRICS</th>
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<td>PREVENTION</td>
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OUTCOMES
- Increase the sense of place in our communities as a safe place to live, work and play.
- Informed and involved parents, educators, care providers & public with the capacity to engage all our youth in reaching their potential.
- Build on protective & resiliency assets of our community, improve youth developmental assets and expand after school, evening and weekend programming.
- Reduce violent crime rate & youth violence as measured by Uniform Crime Reporting Program and utilize the SRPD Gang Related Police Incidents Report.
- Align with other initiatives operating in the nation, state, and county.
- Reduce the recidivism rate of youth and adults who participate in re-entry programs.
Santa Rosa

Indicators of Community Success

- Increase Opportunities for Youth & Adults to Participate in the Community
- Reduce Recidivism of Gang-Involved Youth
- Increase School Attendance Rates
- Improve High School Graduation Rates
- Reduce Violent Youth Offenses
- Improvement Academic Performance
- Reduce Self-Reported Gang Involvement in California Healthy Kids Survey
City of Boston’s National Forum Youth Violence Prevention Plan:

- Comprehensive, multi-agency, City-led three year action plan
- Person, place, and issue-based strategies
- Focused on gang and gun violence; young offenders/victims, their families and communities
- Enhanced information sharing and civic engagement in support of Prevention, Intervention, Enforcement and Reentry
- Community building and family strengthening are key components

Coordination & Alignment Boston

Circle of Promise

Choice Neighborhoods

Defending Childhood Initiative

PACT

Family Information Center

Mayor’s Office

Boston Public Schools

Prosecutors

JCS/ YOU Boston

BCYF/ Streetworkers

Hospitals

Non-Profits

Boston Public Health Commission

EOHHS -- DYS and DCF

Department of Neighborhood Development

YouthConnect

Boston Police Department

Community residents

MAIG

Federal agencies

Clergy/ Faith-based

Business

Corrections

Youth

Boston Reentry Initiatives – adult and juvenile

Coordination & Alignment Boston

Community Policing – Safe Street Teams, Ceasefire, etc.
### Balanced Strategy: Evidence-Based Examples

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<td>Nurse-Family Partnership (home visitation)</td>
<td>Operation PeaceKeeper – Stockton, CA</td>
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<tr>
<td>Big Brothers Big Sisters (mentoring)</td>
<td>CeaseFire – Chicago, IL</td>
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<td>Olweus Bullying Prevention Program</td>
<td>Aggression Replacement Training</td>
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<td>Multisystemic Therapy</td>
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<td>Functional Family Therapy</td>
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<td>Raising Health Children (formerly Seattle Social Development Project)</td>
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<th>REENTRY</th>
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<td>Hot Spots Policing – Lowell, Mass.</td>
<td>Community and Law Enforcement Resources Together – Brooklyn, NY</td>
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<td>Operation CeaseFire – Boston, Mass.</td>
<td>New Jersey Community Resource Centers</td>
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## National Forum on Youth Violence Prevention

### Logic Model

#### Priorities
- Maximize the use of city-wide partnerships and strategic planning to reduce violence
- Increase the effectiveness of federal agencies in supporting local effort to reduce youth violence

#### Situation
Youth violence is a complex social problem that requires a multifaceted response built from prevention, intervention, enforcement, and reentry.

#### Assumptions
- Multi-disciplinary partnerships using data-driven strategies and evidence-based programs have demonstrated the ability to effectively reduce youth violence.
- Multiple city networks provide opportunities for peer-to-peer information sharing that can increase the use of effective approaches.

#### Federal Inputs
- Engagement with local anti-violence partnerships
- Coordination among federal agencies to address specific challenges
- Support for multi-city Forum meetings to be held in Washington, DC

#### Outputs/Activities
- Support local partnerships and city-wide strategic plans through TA, structured peer-to-peer learning, and “match making”
- Once plan is in place, identify existing federal and private resources to help address unmet needs
- Identify options for modifying federal policies and practices to better support local anti-violence efforts
- Assemble or enhance local partnership including full range of partners involved in violence prevention, intervention, enforcement, and reentry

#### Outcomes/Impact
- Wider and more frequent local involvement in violence reduction partnership
- Improved coordination among partners implementing different strategies (e.g., enforcement & intervention)
- Increased adherence to data-driven practices

#### External Factors
- Local and national events that impact youth crime trends or the capacity to prioritize response to youth violence
- Shifting political leadership at local or federal levels

#### Federal Outputs/Activities Local

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#### Short Term
- Improved local capacity to access federal and private resources to compliment local investments in city-wide youth violence strategy
- Improved utility of federal resources to address local violence issues resulting from modified policies and regulations

#### Medium Term
- Sustained city-wide “living’’ strategy and partnership to address youth violence
- Reduced youth violence

#### Long Term
- Improved public perceptions of safety
- Improved access to opportunities for positive youth development