

L11: Violence Reduction: Comprehensive Planning and Funding Strategies

Trainers:

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Violence Reduction Leadership Training Seminar * March 10, 2013
Participant Packet
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- 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

LEADERSHIP TRAINING SEMINAR – CONGRESSIONAL CITY CONFERENCE 2013
VIOLENCE REDUCTION: COMPREHENSIVE PLANNING AND FUNDING STRATEGIES
Sunday, March 10, 1:30 – 5:00pm ET

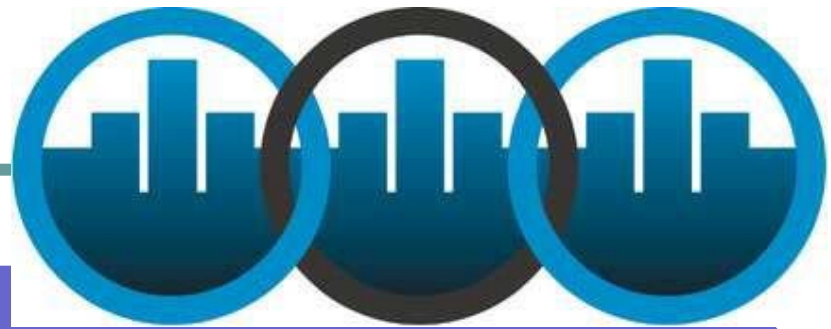
Goal: Participants will learn how to develop community-anchored violence and gun violence reduction initiatives and marshal the resources to build and sustain them.

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

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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**

**INVOLVING
LEADERSHIP**

**ENGAGING ALL
STAKEHOLDERS**

**DEVELOPING
STRATEGIES**

**SHARING
ACCOUNTABILITY**

**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 21TM and Community Action Framework (Youth Development Strategies)



Comprehensive Plans in Action: DEVELOPING 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 effectivelyAlso: 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...*



Comprehensive Plan Component: COORDINATING INFRASTRUCTURES

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 insure 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

AWARENESS

INTERVENTION

RE-ENTRY

MEASUREMENTS/METRICS

PREVENTION

ENFORCEMENT

REGIONALIZATION

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

Reduce Self-Reported
Gang Involvement in
California Healthy Kids
Survey

Increase Opportunities
for Youth & Adults to
Participate in the
Community

Reduce Recidivism
of Gang-Involved
Youth

Increase School
Attendance Rates

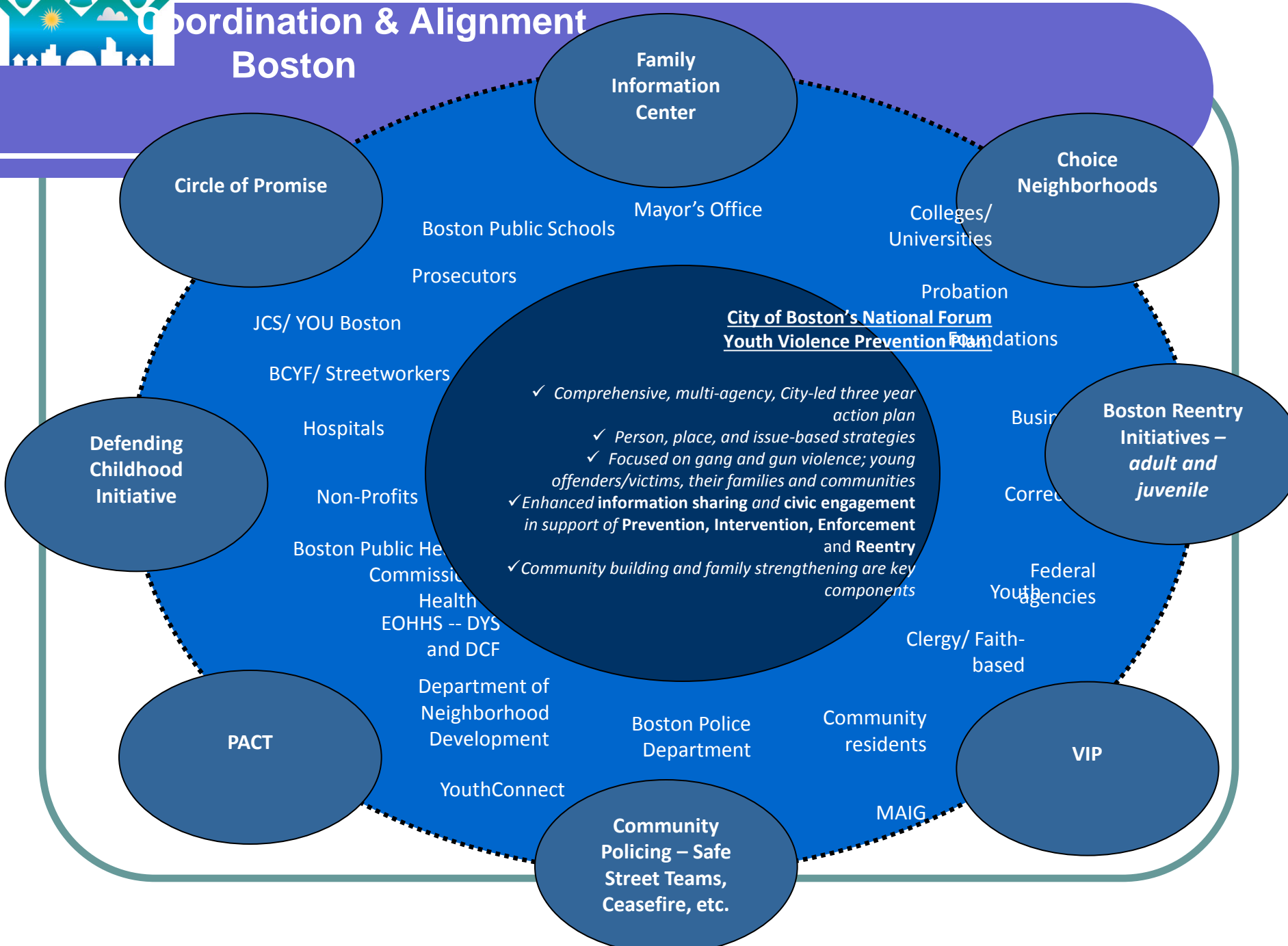
Improvement
Academic
Performance

Improve High School
Graduation Rates

Reduce Violent
Youth Offenses



Coordination & Alignment Boston





Balanced Strategy: Evidence-Based Examples

PREVENTION

- Nurse-Family Partnership (home visitation)
- Big Brothers Big Sisters (mentoring)
- Olweus Bullying Prevention Program

INTERVENTION

- Operation PeaceKeeper – Stockton, CA
- CeaseFire – Chicago, IL
- Aggression Replacement Training
- Multisystemic Therapy
- Functional Family Therapy
- Raising Health Children (formerly Seattle Social Development Project)

SUPPRESSION/ ENFORCEMENT

- Hot Spots Policing – Lowell, Mass.
- Operation CeaseFire – Boston, Mass.

REENTRY

- Community and Law Enforcement Resources Together – Brooklyn, NY
- New Jersey Community Resource Centers

COMMUNITY VOICE



Balanced Strategy Worksheet

PREVENTION

INTERVENTION

SUPPRESSION/ ENFORCEMENT

REENTRY

COMMUNITY VOICE



DRAFT

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2010

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June 10,

National Forum on Youth Violence Prevention Logic Model

