Multi-Sector Partnerships for Preventing Violence

PART 3 of 4

Workbook—Roles and Contributions of Sectors, Agencies and Departments

Prevention Institute
Prevention and equity at the center of community well-being

URBAN NETWORKS TO INCREASE THRIVING YOUTH
UNITY
through Violence Prevention

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(abridged)

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ROLES IN PREVENTING VIOLENCE

Sector by Sector

"What do we have to do with preventing violence?"

—Director of Economic Development, U.S. city

For people in different sectors, departments and agencies, their role in preventing violence is not always immediately obvious. This isn't surprising as community violence has long been understood as a justice problem to be addressed largely by law enforcement and the justice system. The public health analysis brings an understanding of what can be done to prevent violence before it occurs and involves multiple sectors in the solution.

While many sectors have a role in preventing violence, it's not necessarily enough to understand one's potential role. People are busy achieving their own mandates and carrying out the activities they're funded to do and for which they are held accountable. Preventing violence must also be seen as worthwhile in this context. The purpose of this workbook on specific sectors, agencies and departments is to not only clarify the roles for each but also to specify the added value of preventing violence. Preventing violence can help a specific group achieve its objectives and advance overarching community goals. Whenever possible, this workbook identifies opportunities for sectors to integrate strategies that prevent violence into existing activities.

Applying a Violence Prevention Lens

In the public health world, there is a growing movement toward something called Health in All Policies (HiAP). A HiAP approach ensures that the health implications of a proposed policy are considered every time decisions are made, regardless of the sectors involved. It's based on the understanding that health is determined less by health care than by a range of societal and community factors, such as economic and educational opportunity, housing, transportation, and access to healthy foods, parks and open space. Community safety is similarly related to multiple factors (see the list of Risk and Resilience Factors on page 134, and the Health in All Policies concept can be applied to preventing violence, referred to as Safety in All Policies in this guide.

Safety in All Policies is the notion of applying a violence prevention lens to the everyday practices of multiple sectors. By applying a violence prevention lens, for example, workforce development could prioritize job skill training and employment placement for young people in the juvenile justice system or who are otherwise at high risk for violence. In addition, Business Improvement Districts (BIDs) are associated with an 18-percent decrease in crime and violence,[17] and the economic development agency could prioritize the development of BIDs in neighborhoods that are highly impacted by violence as part of a Safety in All Policies approach.

"Coming together across many government sectors, we have different vocabularies, theoretical frameworks and worldviews. We have to find common language and build each other's capacity to get work done together."

—Noelle Wiggins
Multnomah County
Health Department

LEARN FROM OTHERS

Health in All Policies, California

The Health in All Policies Task Force brings together the expertise of 19 state agencies and departments to build safe, healthy communities throughout California. With improved community health as the common goal, the Health in All Policies Task Force connects people across sectors, coordinates their efforts, and promotes sustainable win-win strategies that benefit all stakeholders. Established by executive order in February 2010, the Health in All Policies Task Force introduces a health lens in all state public policy and program development.

The Health in All Policies Task Force made recommendations that span multiple health issues related to transportation, housing, parks and recreation, violence, healthy food and community engagement. The following ideas reflect the Task Force's initial efforts to integrate violence prevention in several multiple agencies in state government. To create environments where people live without fear of violence or crime, the Health in All Policies Task Force recommends that California:[18]

- Build violence prevention capacity statewide by supporting community-level efforts to engage and convene stakeholders in developing data-informed prevention actions, including training for effective community engagement and joint action.
- Disseminate existing guidance on Crime Prevention Through Environmental Design (CPTED, see the Did You Know? box on page 236).
- Analyze state violence prevention spending in the 10 California communities that have the highest rates of violence. Develop recommendations for state agency action in those 10 communities, drawing from evidence-based approaches.
- Expand the Governor's Office of Gang and Youth Violence Policy so it functions as a comprehensive clearinghouse on violence prevention that will develop and distribute crime prevention education and training materials, as well as provide training and technical assistance to communities.
- Work with foundation, private sector and state agency partners to increase resources for a Probation Resource Center that supports probation departments' efforts to implement evidence-based practices.

Learn more by reading the full report at www.sgc.ca.gov, and share other examples of Safety in All Policies with unity@preventioninstitute.org.

YOUR TURN

INSTRUCTIONS: Which sectors, agencies, or departments in your city or community are affiliated with the following safety-related goals or could be involved?

	Associated Sectors, Departments and Agencies
Physical Environment and Community Appearance Goal: Increase feelings of safety and the physical appearance of neighborhoods by fostering arts programs and community gardens, improving park and neighborhood maintenance, supporting architectural renovations, and removing graffiti and blight.	
Career Paths and Jobs Goal: Ensure that a diversity of career paths is available to all and that options are well-publicized, especially among young people, formerly-incarcerated people, people living in neighborhoods highly impacted by violence, and women. Ensure that these individuals have the training, skills and support needed for stable employment.	
Family Support Goal: Address stressors in families, particularly those at risk of violence. Possible strategies include living wage ordinances, family-friendly work environments, and supportive neighborhoods.	

"Having people who would normally not speak to each other come together is very rich. We always learn things about each other and gain new information about how to tackle the problem. We see the whole picture – policy changes needed in schools or parole, what are the right levers to make a difference?"

—Karen DeSalvo
New Orleans Health Department

Effective strategies to prevent violence may be embedded within various sectors, departments, and agencies. Here are some examples:

- **Corrections:** Establish comprehensive re-entry plans for all incarcerated individuals and coordinate their release with services, so people can successfully access quality mental health services, treatment for substance abuse, GED and higher education attainment, and job training.
- **Economic Development:** Deliver trainings for employers on hiring formerly-incarcerated individuals. Reduce barriers and support organizations in hiring formerly-incarcerated individuals.
- **Education:** Create a positive climate at all schools and implement universal school-based violence prevention strategies. Establish protocols for recognizing and addressing trauma among students and staff.
- **Gang Reduction and Youth Development:** Expand funding available for strategies that prevent community violence, such as meaningful activities for youth.
- **Housing:** Develop guidance on which housing design elements help reduce crime, including violent crime.
- **Planning and Zoning:** Integrate design principles that reduce crime and violence into land use decisions, such as Crime Prevention Through Environmental Design (CPTED, see the Did You Know? box on page 236 for more information). Reduce alcohol outlet density in affected neighborhoods.
- **Transportation:** Clarify opportunities within community planning grants to address violence. Encourage the implementation of CPTED principles into transit design. Enhance transit services in neighborhoods affected by violence, linking these communities to jobs and recreation, for example.

Sectors, agencies and departments may also coordinate with each other on violence prevention strategies relevant to more than one sector. For example:

- **Mental and Behavioral Health, Social Services and Justice:** Coordinate efforts to address trauma in children, youth, and families. Develop joint guidance on recognizing and addressing trauma and develop an integrated high-profile website to serve as a gateway for information about trauma and how to address it.
- **Parks and Recreation, Urban Greening and Air Quality:** Ensure safe parks through quality programming, design and lighting, community involvement and blight removal, for example.

YOUR TURN

INSTRUCTIONS: Select at least three different sectors and write down activities each sector could initiate to prevent violence in your city or community. Some examples of sectors are community services, justice, economic, education, governance, public health and social services.

Sector 1:	Proposed Activities:
Sector 2:	Proposed Activities:
Sector 3:	Proposed Activities:

"Before we used to work in silos, but we don't do that anymore. In order to be successful we have to approach things from a holistic experience, from a wrap-around perspective. The level of talent that different organizations bring and the diversity of companies, organizations – that mix is the greatest thing we have going for us."

—Derrick Neal
Houston Department of Public Works and Engineering

Getting Beyond Differential Outcomes

A growing number of sectors have noted differential outcomes for youth of color. For example, data from the U.S. Department of Education has revealed that some school systems subject students of color to harsher discipline than White students, which affects their graduation rates and academic achievement.[19] Juvenile justice agencies have identified as a priority disproportionate minority contact, often referred to as DMC. Media's reporting of crime and violence inadvertently contributes to a conflation of youth, race, crime and violence.[20] This does not convey an accurate view of the problem and it inhibits society's ability to respond appropriately.

Given that violence disproportionately affects young people and communities of color, it is critical that sectors identify the differential outcomes that manifest under their purview and adjust their processes to remedy these disparities. For institutions that have helped establish or reinforce the so-called cradle-to-prison pipeline for African American and Latino youth, sectors' self-examination and internal scrutiny can foster success for all communities and help reduce violence. Examples of possible strategies include ensuring that school discipline practices are consistent for all students, and promoting positive media coverage of young people in communities impacted by violence.

DID YOU KNOW?

Young people of color are disproportionately impacted by violence.

- Homicide rates among 10-to-24-year old African American males (60.7 per 100,000) and Hispanic males (20.6 per 100,000) exceed that of young White males (3.5 per 100,000).[21] Homicide is the leading cause of death for African Americans, Asians and Pacific Islanders, and American Indians and Alaska Natives between the ages of 10 and 24, and it is the second-leading cause of death for Hispanics.[22]
- American Indian and Alaska Natives communities suffer from a violent crime rate that is two to three times greater than the national average.[23]
- Black males 15 to 19 years old are six times as likely to be homicide victims as their White peers, and are four times as likely to die from a firearm injury.[24]
- Although juvenile arrests overall have decreased in the last 20 years, arrests for Asian American youth are on the rise. Asian gangs are the fastest growing in Los Angeles County.[25,26]

(Continued on page 63)

DID YOU KNOW?

(Continued from page 62)

- Of the 22,974 reported violence-related firearm injuries among youth aged 10 to 24 in 2009, approximately 60 percent of victims were African American, and only 8 percent were Whites.[27]
- African Americans and Latinos are much more likely than Whites to be exposed to shootings and riots.[28] African American children are twice as likely to witness domestic violence, and 20 times more likely to witness a murder compared to White children.[29] In a majority of U.S. cities, African Americans experience a higher rate of violent crime than their White counterparts.[30]
- Approximately two-thirds of all firearm homicides in the U.S. occur in large urban areas.[31] Four out of five residents in urban high-poverty areas are non-White, and 73 percent of firearm deaths are of children and teens aged 10 to 19, the highest rate of all age groups.[32,33]

LEARN FROM OTHERS

Undoing Racism, Boston Public Health Commission

As part of its efforts to eliminate persistent health disparities, the Boston Public Health Commission introduced practices to "undo racism" from the inside out. Staff conducted an institutional assessment to assess how racism plays out within the Commission's work and ways it could embrace cultural diversity. The resulting framework suggested ways for the Commission to dismantle institutional racism, such as by:

- Building and supporting community partnerships. to examine issues related to racism. The Commission actively promoted resident participation, leadership and decision-making to help ensure that all aspects of the work are culturally and linguistically appropriate.
- Promoting anti-racist work environments. The Commission facilitated ongoing workshops designed to empower staff, contractors and community residents to undo institutional racism. The Commission also developed strategies for increasing workforce diversity at all levelssuch as by supporting "pipeline" efforts.

Learn more at the web page for the Center for Health Equity and Social Justice at the Boston Public Health Commission, www.bphc.org/chesj. Share other examples with unity@preventioninstitute.org.

"Violence causes residents to feel afraid and unsafe, and we very much want to create safer conditions and reduce violence. We have a responsibility to address this problem. We have an obligation to focus the efforts of multiple city departments and the community. This is an opportunity to make a difference."

—Jerry DeGrieck
Seattle Mayor's Office

"Working with other sectors means we have different perspectives, more resources, greater trust, a bigger network, and a comprehensive approach. We are more efficient because everyone has a common understanding of the issues and our roles. The reality is schools don't have to do this all ourselves, nor should we. Preventing violence is all of our work."

—Julie Young-Burns
Minneapolis Public Schools

Roles and Contributions for Sectors, Agencies and Departments

This workbook includes detailed information on specific sectors, agencies and departments, as derived from a literature review, interviews and analysis grounded in the public health approach. The following chapters include various ways of capturing the relationship between a sector and community violence, and of presenting an agency or department's contributions and involvement in a multi-sector effort to prevent violence. To help the reader understand the roles and contributions of each sector, agency or departments, the chapters include common sections as described in the following pages:

About this Sector – Collaboration Multiplier Categories. Frequently, one sector may not know much about another sector. This section provides more details about a sector and its priorities, for use in a Collaboration Multiplier grid. It shares possible answers for the following information-gathering categories:

- Definition
- Mandate
- Sample Departments
- Activities
- Organizational Goals
- Audience
- Data
- Desired Outcomes

For a sample grid, see on pages 26 and 27 in Part 2 of this guide.

The Relationship between this Sector and Preventing Violence. Each sector has its own needs or reasons for engaging in a particular effort. This section can be used to develop talking points for persuading others to get involved in preventing violence, based on what's important for them. For each of the 10 sector chapters, this section presents various arguments for how violence undermines this sector's work and how it might benefit from preventing violence.

Risk and Resilience Factors. Risk and resilience factors increase or decrease the likelihood of violence and are often under the domain of different sectors. The specific risk and resilience factors that each sector affects or typically addresses are detailed in Did You Know? boxes. In each of the sector and department chapters, they are grouped under "Society and Community Factors," for factors that affect a larger population such as the entire community, or "Relationship and Individual Factors," if they describe the conditions or characteristics of an individual or a family.

For a complete list of risk and resilience factors, see Did You Know? box on page 134, in the Public Health chapter. See pages 18 and 19 in Part 2 of this guide for background information on risk and resilience factors.

Your Turn—Relationship to Violence and Preventing Violence. Sectors, departments and agencies have varying degrees of connection to the problem of violence and its solutions. Understanding the relationship of a particular agency or department to this issue may help determine its appropriate roles and lend insight into how to meaningful engage it. Look for the Your Turn box with one or more of these relationships checked:

- Primary functions include preventing violence before it occurs. Example: Office of Violence Prevention or Neighborhood Safety.
- Primary functions include dealing directly with violence and its aftermath. Examples: Probation and Child Protective Services.
- Functions include enhancing resilience factors or reducing risk factors associated with violence. Example: Mental and Behavioral Health.
- Works with a population at risk for violence, but the main focus is something other than violence or preventing violence. Examples: Zoning Commission and Economic Development.
- Functions include reaching a lot of people with information. Example: Human Resources.
- No obvious relationship to preventing violence. Example: Hazardous Waste.
- Functions relate to informing or setting local priorities. Examples: Mayor, County Administrator and City Council.

"We have a broad spectrum of sectors, and we have learned to rely on each other's strengths."

—Sheila Savannah
Houston Department of Health and Human Services



YOUR TURN

INSTRUCTIONS: Check the boxes that correspond with your sector, agency or department's relationship to violence or preventing violence in your city or community.

- ☐ Primary functions include preventing violence before it occurs.
- ☐ Primary functions include dealing directly with violence and its aftermath.
- ☐ Functions include enhancing resilience factors or reducing risk factors associated with violence.
- ☐ Works with a population at risk for violence, but the main focus is something other than violence or preventing violence.
- ☐ Functions include reaching a lot of people with information.
- ☐ No obvious relationship to preventing violence.
- ☐ Functions relate to informing or setting local priorities.

Your Turn—Contributions Matrix. The contributions matrix is in the same Your Turn box as the "Relationship to Violence and Preventing Violence." This assigns each sector, agency or department a letter from A through G that captures its type of involvement or potential involvement. Look for the table with one or more of these letters circled:

	Provides Direct Services (upfront and in the thick)	Provides Direct Services (aftermath)	Enabling	No role
Core	A	B	C	G
Supplemental	D	E	F	

The columns and rows in the table reflect the following contributions:

- Provides Direct Services (upfront and in the thick): Agencies and departments that provide direct services to neighborhoods, families and individuals at risk for violence or who are impacted by violence, before violence occurs. Example: Library.
- Provides Direct Services (aftermath): Agencies and departments that provide direct services to neighborhoods, families and individuals, in the aftermath of violence. Example: Law Enforcement.
- Enabling: Agencies and departments whose functions and services can alter the conditions that make violence more or less likely, such as by controlling resources or the ability to hold others accountable. Example: Mayor's Office.
- Core: Agencies and departments whose mandate or functions are central to preventing violence. Example: Public Health.
- Supplemental: Agencies and departments that could support efforts that prevent violence, due to their responsibility for a specific risk factor, for example. Example: Economic Development.

YOUR TURN

INSTRUCTIONS: For your own sector, department or agency, circle the letter that corresponds with your current roles in preventing violence in your city or community. Then put a star by the boxes that correspond with the roles you could be playing to prevent violence in your city or community.

	Provides Direct Services (upfront and in the thick)	Provides Direct Services (aftermath)	Enabling	No role
Core	☐ A _	☐ B _	☐ C _	☐ G
Supplemental	☐ D _	☐ E _	☐ F _	

Provides Direct Services (upfront and in the thick): Agencies and departments that provide direct services to neighborhoods, families and individuals at risk for violence or impacted by violence, before violence occurs.
Provides Direct Services (aftermath): Agencies and departments that provide direct services to neighborhoods, families and individuals, in the aftermath of violence.
Enabling: Agencies and departments whose functions and services can alter the conditions that make violence more or less likely, by controlling resources or the ability to hold others accountable.
Core: Agencies and departments whose mandate or functions are central to preventing violence.
Supplemental: Agencies and departments that could support efforts that prevent violence.

Try This. Even when people care about the problem of violence, they aren't necessarily sure what to do about it. As a starting point, each chapter has some suggested actions that can be part of the solution. Share these suggested actions with partners who are on board with preventing violence but aren't sure where to begin. Tailored for each sector and department, these ideas help people convert their commitment to safety into concrete actions, and can be used to expand their involvement in a multi-sector effort to prevent violence. See the Try This box on page 68 for what all sectors can do to address violence.

TRY THIS

To address violence, all sectors can:

- [ ] Apply a violence prevention lens or Safety in All Policies approach. (See Applying a Violence Prevention Lens on pages 57 through 61 for more on Safety in All Policies.)
- [ ] Identify relevant risk and resilience factors, and identify modifications to reduce violence rates (see the Did You Know? box on page 134 for a list of risk and resilience factors).
- [ ] Ensure your staff is trained on effective approaches that prevent violence.
- [ ] Initiate or participate in a multi-sector planning process that develops a shared vision and prioritizes strategies.
- [ ] Analyze outcomes by race and ethnicity, and develop strategies to ensure that outcomes are equitable.
- [ ] Establish processes for coordinating and sharing data with others, so approaches are informed by the best available evidence.
- [ ] Coordinate the delivery of services in communities most impacted by violence.

A Closer Look: Public Sectors

Community Services
Justice
Economic
Education
Governance
Public Health
Social Services

COMMUNITY SERVICES
A Closer Look

"In order to have quality of life, safety must be in place."

—Roosevelt Weeks, Houston Public Library

The community services sector, also called the neighborhood services sector, connects residents with each other and with city government, and responds to community concerns. Through parks, recreation, libraries and other services, this sector provides safe public spaces and healthy alternatives to violence. By promoting social connections among residents, and facilitating fair, widespread access to safe, meaningful recreation opportunities, for example, the community services sector can help ensure the entire community benefits from a local effort to promote safety. The community services sector works at the neighborhood level, such as by improving infrastructure and physical conditions.

About this Sector – Collaboration Multiplier Categories

Learn more about this sector and use this information to complete a Collaboration Multiplier grid (see pages 26 and 27 in Part 2 of this guide) that includes community services sector.

- **Definition:** The community services sector ensures that neighborhoods are vibrant, friendly and livable places that support a high quality of life, promote residents' well-being and enrich the community.
- **Mandate:** The primary mandate of the community services sector is to foster a thriving community life, and to connect residents, neighborhood associations and other community-based organizations to relevant city services and resources.
- **Sample Departments:** Animal Care and Control (see page 192), the Library (see page 212), and Parks and Recreation (see page 224).
- **Activities:** The community services sector provides a broad array of services, such as classes, athletics, recreation and library programs, and musical and theater events. This sector may also cultivate neighborhood-based leadership through trainings and town hall meetings, and facilitate local coalitions. The community services sector maintains parks, playgrounds, trails, and other recreation facilities and public event spaces.
- **Organizational Goals:** The community services sector works to make neighborhoods better places to live, work and play. It provides recreation and learning opportunities for residents of all ages, leverages city resources to meet community needs, and promotes public participation in local decision-making.
- **Audience:** All residents and community-based organizations that serve residents. This includes children and youth, older adults, residents with special needs, neighborhood associations, faith groups and others.



Source: Latino Health Access

- **Data:** The data collected by the community services sector includes:
  - Facility usage rates, such as circulation of library materials and computer usage
  - Number of clients served, such as library visitors
  - Requests for services
  - Participation in programs and events
  - Number of families using the park
  - Number of services and programs delivered
  - Perceived safety at facilities
  - Crime in and around facilities
- **Desired Outcomes:** In order to justify participation in a multi-sector effort to prevent violence, departments in this sector would like to see, for example:
  - Increased participation in recreation and library programs
  - Increased usage of facilities
  - Increased access to services and programs
  - Decreased crime and violence in parks and other facilities
  - Increased literacy

The Relationship between the Community Services Sector and Preventing Violence

Street violence and fear of violence discourage involvement in community events, and lack of safety limits participation in outdoor activities and makes it hard to travel to and from neighborhood service locations. Listed below are some reasons the community services sector may benefit from a multi-sector approach to prevent community violence.

- **Community violence interferes with this sector's mandate.** Violence is a significant obstacle to resident wellness, and it makes neighborhoods less friendly, less vibrant places. It undermines quality of life, disrupts relationships, and is toxic for communities.

DID YOU KNOW?

The community services sector is concerned about the same conditions that increase or reduce the likelihood of community violence, and coordinated efforts to address these conditions can enhance community services and prevent violence.

Community Deterioration, the Built Environment and Community Design

- The presence of libraries, recreational centers, parks, quality schools and other facilities buffer against the likelihood of violence.[35]
- Cuts in government spending affect poor neighborhoods more than affluent neighborhoods. The disinvestment of economic resources in poor neighborhoods has contributed to a decline in the urban infrastructure and physical environment in these communities.[36]
- Poor neighborhoods that are predominately low-income and African American have higher numbers of abandoned buildings and grounds, and inadequate city services and amenities.[36]
- Neighborhoods with predominately Black residents in North Carolina, New York and Maryland were three times more likely to lack recreational facilities compared to predominantly White neighborhoods.[37]

Strong Social Networks

The community services sector sponsors neighborhood activities and oversees public spaces where residents can interact and connect. Strong social ties protect against violence, whereas a lack of social cohesion increases the likelihood of violence.[5,6] Robust social networks correspond with significantly lower rates of homicide, and alcohol and drug abuse.[7]

When people know and interact positively with neighbors, they foster mutual trust and reciprocity, and the community can better maintain public order, enforce social sanctions, and validate and reinforce parents' efforts to teach young children non-violent behavior.[38,41]

- Neighborhoods of concentrated disadvantage have lower self-efficacy, which means residents are less able to realize their collective goals. These neighborhoods lack the social cohesion and trust necessary for public order and social control, which can result in increased violence.[38]
- Social cohesion of neighborhoods combined with neighbors' willingness to intervene on behalf of the common good accounted for more than 70 percent of the variation between neighborhoods in levels of violence.[38]
- Economically-disadvantaged communities have lower levels of trust and social cohesion than wealthier communities, which benefit from lower rates of violence.[39,42]

- **Violence simultaneously blocks access to community services and creates additional demand for them.** For example:
  - Violence influences whether parents let children play outside, and residents will not use parks, playgrounds and trails if they used for illicit activities or vandalized.
  - Residents will not register for recreation activities or participate in community events if they are afraid traveling to or from venues and other public facilities.
  - Neighborhoods with public spaces that residents cannot safely use have an even greater need for social gathering places.
  - The community services sector is expected to help ensure neighborhood safety. When violence occurs, pressure builds for this sector to respond and develop solutions in partnership with residents.
- **Violence and fear of violence undermine a sense of community and diminish the neighborhood environment.** People reduce time spent outdoors due to violence and fear of violence. When Linda Lutton of WBEZ asked high school students in Chicago for advice on staying alive in their neighborhood, they said, "Never go outside. When you do go home, don't leave the house. Don't even go on the porch."[43] By spending so much time indoors, residents never get to know their neighbors and do not enjoy the benefits of community cohesion.Violence in the environment often results in community-wide fear, which can lead to distrust, suspicion and isolation.[44] Effective efforts to prevent community violence create opportunities for residents to interact in positive ways.
- **Preventing community violence would improve neighborhoods and residents' quality of life.** Creating safe spaces allows residents to maximize use of community resources.[44] Neighborhood improvements can invite resident participation and foster a sense of community.
- **A multi-sector effort would address shared risk and resilience factors.** The community services sector builds resilience, and participating in a multi-sector effort would enable this sector to have a say in how risk and resilience factors are prioritized and addressed.
- **Coordinating with other sectors would expand the community services sector's capacity to improve quality of life for communities most affected by violence.** Sharing the work across sectors helps uncover duplicative efforts. Resolving these can free up resources to invest in communities with the greatest need and the least access to city resources. Strengthening relationships with other city sectors would enhance this sector's impact and mean better coordinated place-based efforts, whether they are designed to prevent violence or otherwise.

"We are very cognizant of the need to bring the community voice to the decision-making table. Parents, youth and survivors – we bring those who have experience in the community to the governmental stakeholders."

—Rebecca Stavenjord
Multnomah County
Health Department



cc Glenwood-Lynwood Public Library District

DID YOU KNOW?

Resilience Factors

Resilience factors reduce the likelihood that community violence will occur and can counteract the impact of risk factors. The following factors are those that the community services sector touches on:

Society and Community Factors

- Community support and connectedness
- Strong social networks
- Coordination of resources and services among community agencies
- Collective efficacy; willingness to act for the common good
- Opportunities for artistic and cultural expression

Risk Factors

Risk factors increase the likelihood that community violence will occur, and the following are factors that the community services sector touches on:

Society and Community Factors

- Poor neighborhood support and lack of cohesion
- Community deterioration

YOUR TURN

Why should the community services sector participate in multi-sector efforts to prevent community violence?

1.

2.

3.

YOUR TURN

If you work in the community services sector, what would you consider to be the most important benefits of participating in a multi-sector effort to prevent community violence?

If you do not work in the community services sector, what are three arguments you might use to engage this sector in a multi-sector, collaborative effort to prevent violence?

1.

2.

3.

YOUR TURN

Relationship to Violence and Preventing Violence

The following list includes some roles for various sectors to prevent violence. Roles that are most common for the community services sector are checked below.

INSTRUCTIONS: Go through this list and check any other ways the community services sector connects to this issue in your community, city or region.

- ☐ Primary functions include preventing violence before it occurs.
- ☐ Primary functions include dealing directly with violence and its aftermath.
- ☑ Functions include enhancing resilience factors or reducing risk factors associated with violence.
- ☑ Works with a population at risk for violence, but the main focus is something other than violence or preventing violence.
- ☐ Functions include reaching a lot of people with information.
- ☐ No obvious relationship to preventing violence.
- ☐ Functions relate to informing or setting local priorities.

Contributions Matrix

The matrix captures various ways that sectors may contribute to efforts that prevent violence. Contributions that are most common for the community services sector are circled below.

INSTRUCTIONS:
1. Read the category types and consider how the community services sector contributes to this issue in your community, city or region.
2. Check the boxes that correspond with the community services sector's current contributions.
3. Put a star in boxes where you'd like the community services sector to contribute even more.

	Provides Direct Services (upfront and in the thick)	Provides Direct Services (aftermath)	Enabling
Core	(A) _	☐ B _	☐ C _
Supplemental	(D) _	(E) _	☐ F _

Provides Direct Services (upfront and in the thick): Agencies and departments that provide direct services to neighborhoods, families and individuals at risk for violence or impacted by violence, before violence occurs.
Provides Direct Services (aftermath): Agencies and departments that provide direct services to neighborhoods, families and individuals, in the aftermath of violence.
Enabling: Agencies and departments whose functions and services can alter the conditions that make violence more or less likely, by controlling resources or the ability to hold others accountable.
Core: Agencies and departments whose mandate or functions are central to preventing violence.
Supplemental: Agencies and departments that could support efforts that prevent violence.

LEARN FROM OTHERS

Office of Youth Development, Louisville, Kentucky

The Louisville Metro Department of Community Services and Revitalization recognized that quality after-school programming, quality education and youth leadership go hand in hand, and that these were also priority strategies to prevent violence before it happens.

"Research shows that young people who participate [in after-school programs] three or more days a week perform better academically," said Darrell Aniton, the department's policy, advocacy and outreach manager. "It is incumbent upon each of us to help the school system educate our kids, and too often, organizations operate in silos."

To ensure that all young people enjoy safe and enriching activities outside school hours, the department's Office of Youth Development created YouthPrint, a vision for a coordinated out-of-school-time system developed in partnership with Jefferson County Public Schools and Metro United Way. YouthPrint called for a data-sharing system that merged academic achievement, school attendance and suspension records on public school students with program participation information collected from 60 youth-serving organizations.

The Office of Youth Development analyzes the data, makes recommendations to local service providers on strengthening their programs, and provides technical assistance so they achieve their objectives. The system also generates detailed reports for faith-and community-based organizations on how they have improved school attendance and standardized math and reading scores, which helps make the case for continued funding.

In addition to linking different sectors and coordinating data collection, the Office of Youth Development makes grants to local groups, and trains people to work more effectively with youth.

"We're working with parents and young people to determine what they want and need, so we can support community agencies as they serve our community," Aniton said.

Learn more by reading Sharing Data to Prevent Violence in Louisville, available for download www.preventioninstitute.org/unitylinks, and visit the Louisville Metro YouthPrint web page, www.louisvilleky.gov/OYD/youth_print. Share other examples with unity@preventioninstitute.org.

"We have very open discussions in our coalition sessions. The leadership is inclusive and gives people an opportunity to be at the table. It makes folks feel like they are being heard."

—Luis Vazquez
Cuyahoga County
Office of Reentry

DID YOU KNOW?

The community services sector creates opportunities for residents get to know each other.

Sponsoring recreational activities in safe public spaces such as libraries and parks and facilitating connections among residents helps prevent violence since:

- Poor neighborhood support, and lack of cohesion and trust are associated with youth violence,[45] child maltreatment,[46,47] and intimate partner violence.[48]
- Social isolation and lack of social support are associated with perpetration of child maltreatment,[49] intimate partner violence,[50] suicide,[51,52] and elder abuse.[53]
- Community support and connectedness is protective against youth violence,[54] child maltreatment,[49] intimate partner violence,[48] sexual violence,[55] suicide,[51] and elder abuse.[53]

LEARN FROM OTHERS

Oxnard City Corps, Calif.

The City of Oxnard established Oxnard City Corps to demonstrate its commitment to the success of local youth and to deliver job training and offer employment to people ages 12 to 24. Rather than rely on inconsistent federal and state funding, the city supports City Corps so youth enjoy ongoing, stable opportunities to learn valuable skills through hands-on community service.

Projects include planting community gardens and city landscaping, beach and neighborhood clean-ups, and supporting logistics for local events such as fundraisers, the farmer's market and the annual multi-cultural festival. Students receive leadership development training and participate in summer camps and field trips. With more than 2,000 members, Oxnard City Corps has logged more than 1 million hours to improve Oxnard and the region.

Learn more at the Oxnard City Corps website, www.citycorps.org, and share other examples with unity@preventioninstitute.org.

TRY THIS

No one sector can prevent violence on its own, and almost every sector can contribute to safety. Here is a list of sample actions and strategies for the community services sector to prevent violence:

- [ ] Strengthen the community services sector's infrastructure and service delivery for neighborhoods that have been historically marginalized or are most affected by violence.
- [ ] Conduct community assessments and regularly survey community members to identify residents' priorities and any gaps in services.
- [ ] Engage community members in prioritizing and designing programs and services.
- [ ] Ensure the community's perspective is reflected in other collaborative efforts that span multiple sectors.
- [ ] Increase residents' access to city resources and services by leveraging indigenous communication networks and adopting new technology.
- [ ] Build leadership and advocacy skills by training residents, including youth, and provide opportunities to practice. Make micro-grants to support grassroots innovations, for example, and invite residents to meetings with decision-makers to articulate their concerns and recommend solutions.
- [ ] Hire local people, including young people. Provide on-the-job training, to increase youth employment opportunities.
- [ ] Tap local talent for neighborhood projects. Identify local assets, such as through community- and faith-based organizations, or through TimeBanks and other local mechanisms for residents to exchange services. One example is for local artists to create murals and public sculptures, or recruiting local business leaders to mentor young people in establishing micro-enterprise sites.
- [ ] Regularly host welcoming city- and community-wide events that bring together residents of diverse backgrounds, and use these opportunities to connect residents to city services and community-based resources and assets.
- [ ] Incorporate positive stories about communities and young people in public addresses, media communications and others materials, especially those neighborhoods that have been affected by violence or are historically marginalized.
- [ ] Analyze the sector's service delivery system, and identify which strategies address risk and resilience factors for violence. Consider how these strategies and related activities might be expanded, strengthened and reinforced by other sectors' efforts in the neighborhood.
- [ ] Share and coordinate community services sector data with other agencies to inform a coordinated and place-based approach to prevent community violence.
- [ ] Support the development of a multi-sector strategic plan to prevent violence.
- [ ] See Try This box on page 68 for actions that all sectors can take to prevent violence.

YOUR TURN

It's your turn to identify actions that the community services sector could take to prevent community violence. Think about it in terms of: 1. Within current daily operations and service delivery, 2. Changing organizational practices, 3. Advocacy or as a spokesperson, and 4. In coordination with others. You can take ideas from the Try This box on page 79, or identify the strategies and actions you'd like the community services sector to take on to prevent violence in your city or community.

1. Within current daily operations and service delivery

2. Changing organizational practices

3. Advocacy or as a spokesperson

4. In coordination with others

YOUR TURN

What actions do you recommend the community services sector take to help prevent violence in your city or community?

1.

2.

3.

JUSTICE
A Closer Look

"The police department plays a tremendous role in what happens every day in a neighborhood. We bring the 24-hour capability; we have the community safety mandate."

—Jennifer Maconochie, Boston Police Department

The justice sector is held responsible for public safety. The term "justice sector" is used broadly here to include: law enforcement and policing; courts including criminal, family and drug courts; jails and prisons; and re-entry and supervision, such as probation and sanctions other than incarceration. It enforces laws and deters crime, sanctions those who violate the law, and supervises and rehabilitates offenders. The justice sector interrupts violence in progress and responds after the fact. Enforcement, suppression and detention strategies are historically the most common way communities have addressed violence. These strategies continue to be critical elements of a balanced approach. Many leaders in the justice sector are increasingly saying that arrests and incarceration alone cannot solve this problem.

The involvement of the justice sector is essential to any effort that addresses violence. Police chiefs, sheriffs, judges, prosecutors and others in this sector have enormous credibility and sway. They can use this to build support for prevention strategies that address the underlying causes of violence (see the Did You Know? box on page 134 for a list of risk and resilience factors). When other sectors carry out prevention strategies that reduce the likelihood of violence, the justice sector can focus its limited resources on the most urgent, dangerous and persistent problems.

About this Sector – Collaboration Multiplier Categories

Learn more about this sector and use this information to complete a Collaboration Multiplier grid (see pages 26 and 27 in Part 2 of this guide) that includes the justice sector.

- **Definition:** The justice sector has a mandate to preserve order and safety, protect life and property, and safeguard rights. This sector interprets and enforces laws, and has the authority to detain and punish people who violate the law. It oversees trials and carries out due process, and coordinates local efforts to support people exiting the justice system.
- **Mandate:** The mandate of the justice sector is to protect the public by fairly enforcing the law, deterring crime and punishing those guilty of crimes. It also ensures that any denial of life, liberty or property by the government is in fact warranted and carried out according to the law.

- **Sample Departments:** Adult and Juvenile Probation, Code Enforcement, Courts, District Attorney, Highway Patrol, Jails, Medical Examiner, Parole, Police and Sheriff, and Public Defender's Office.
- **Activities:** The justice sector intervenes for crimes in progress and in their aftermath. Police officers patrol neighborhoods, get to know residents and understand their concerns. They apprehend people suspected of violating the law, and dispatch police, fire or emergency medical personnel to respond to imminent threats. This sector's activities include investigating deaths; overseeing trials, diversion programs, sentencing and appeals; inspecting properties to ensure they comply with codes; and supporting people in fulfilling the conditions of their parole and probation, for example. The justice sector also cultivates relationships with community groups to recognize and resolve neighborhood problems that may increase the risk of crime.
- **Organizational Goals:** The primary organizational goals of the justice sector are to keep the city free of crime and disorder, deliver justice through accountable and fair processes, punish the guilty, and help people convicted of crimes become self-sufficient without re-offending.
- **Audience:** All residents and visitors within the jurisdiction; victims of crime, defendants, their families and other parties affected by specific crimes; and all individuals on probation and parole, and the community-based organizations that support their success.
- **Data:** The data collected by the justice sector include reported data on crime and arrests, including demographic information for victims and suspected perpetrators, and changes in these data over time. For example:
  - Homicides, non-fatal shootings and stabbings, aggravated assaults, and rapes
  - Burglaries, robberies and larceny, driving under the influence, and drug possession
  - Number of active cases, case outcomes, and the result of appeals
  - Population in prison and jail, including criminal histories, time served, demographic information and other characteristics such as education level and family background
  - Total number of individuals on probation and parole supervision, and their status
  - Clients' completion of in-jail treatment; enrollment in a school, work or training programs; job experience prior to incarceration; job placements and retention rates; Medicaid eligibility and medical concerns
  - Recidivism rates

"Every department and agency of our city government is in the violence reduction business. Everyone has that as part of their measurement and their goals. Communities need ample support to reclaim their neighborhoods, and when youth across this city feel safe at home and are safe at school and in the neighborhoods, we'll know we've been successful."

—Michael Nutter
Mayor of Philadelphia

READ MORE

In The Promise of Prevention: Public Health as a Model for Effective Change, Dr. Deborah Prothrow-Stith calls on justice to partner with public health, and work together to address violence. Part of The Sentencing Project's 25th anniversary compilation, this essay shares recommendations for improving public safety. Download this publication at www.preventioninstitute.org/publications.

- **Desired Outcomes:** In order to justify participation in a multi-sector effort to prevent violence, the justice sector would like to see, for example:
  - Decreased crime, especially violent crime and homicides
  - Decreased shootings
  - Improved relationships with communities and neighborhood residents
  - Improved overall satisfaction with the police department, such as increased positive interactions between residents and police department representatives
  - Improved officer morale
  - Decreased injury rates among officers
  - Decreased complaints about code violations, blight and neighborhood conditions
  - Increased perceptions of safety, such as decreased fear of violent crime and victimization
  - Decreased number of juvenile offenders, and reduced recidivism and re-arrest
  - Increased employment rate for people with criminal records

The Relationship between the Justice Sector and Preventing Violence

Violence puts lives in jeopardy and undermines safety and order, and punishing people for their violent crimes also comes at a high cost. Listed below are some reasons the justice sector may benefit from a multi-sector approach to prevent community violence.

- **Addressing violence is central to this sector's mandate.** By definition, violence threatens lives and property, and disrupts the peace. Violence can sow fear and chaos in neighborhoods, and is a reason for recidivism. Residents, elected officials and cities agencies rely on law enforcement to ensure safe streets and keep the peace.
- **Violence and responding to violence puts law enforcement and correctional officers in harm's way.** Recurring violence increases the chance that responding law enforcement officers could be shot at, injured or killed in the line of duty. Correctional officers are more likely to be assaulted when prisoners with a history of violent behavior do not receive treatment for mental health or substance abuse problems.
- **Violence can traumatize officers.** When patrolling neighborhoods or as first responders, law enforcement officers witness a great deal of violence and may be at higher risk for work-related trauma and mental health problems. Reducing violence can limit the emotional toll that violence imposes on the police force.

- **Responding to community violence is expensive.** In a cost-benefit analysis for the City of Los Angeles, the Vera Institute of Justice found that gang-related crime costs the City and County of Los Angeles more than $551 million every year.[56] Violent crimes are considered serious offenses, so processing and prosecuting suspects, housing inmates and supervising them upon release consumes an enormous amount of staff time and resources. Reducing violence would reduce caseloads and costs.
- **A multi-sector effort to address violence could help reduce recidivism.** Partnerships among the juvenile justice system, schools, communities and families, have the potential to reduce recidivism for youth and to prevent future violence.[57] Improving communities to prevent violence in the first place should also minimize future contact with the justice system post-release.

DID YOU KNOW?

The justice and public health sectors play different roles in addressing violence.



This figure captures the relationship between the justice and public health sectors in addressing violence. Public health focuses more on prevention, while the justice sector has expertise in reacting to violence and punishing the guilty.

"Collaboration is imperative, and there are a number of reasons why, including diminishing resources. A collaborative approach breaks down silos. It's about bringing folks together, and truly I think collaboration is the way we are going to confront some of these big challenges."

—Kamala Harris
California Attorney General

"The greatest deterrent to crime and violence is not a community saturated with cops; it is a neighborhood alive with residents. The concept is that a healthy community would be, in fact, a safe community."

—Ronald Davis
Office of Community-Oriented Policing, U.S. Department of Justice

While the police and courts are held accountable for rates of violence, many of the underlying contributors to violence are beyond this sector's control; justice does not address substance abuse, mental health problems, community design or concentrated poverty, for example. Involving other sectors could reduce violent crime even more effectively than enforcement alone. By sharing the responsibility of addressing violence, the justice sector can focus its expertise and resources where they're most needed.



DID YOU KNOW?

Violence is complex, so preventing violence means addressing risk and resilience factors for violence.

A public health analysis highlights the underlying factors that increase or reduce the likelihood of violence taking place. These factors are called risk and resilience factors. Risk factors such as neighborhood poverty and high unemployment increase the likelihood that violence will occur. Resilience factors reduce the likelihood that community violence will occur and can counteract the impact of risk factors. They include quality schools, community design that promotes safety, and strong social networks. Violence is complex, so preventing violence means addressing risk and resilience factors in a community, municipality or region.

Some risk factors are under the direct control of the justice sector. For example, incarceration and re-entry influence the likelihood of recurring violence, since imprisonment can damage social networks, distorts social norms, and increases child poverty.[58,59] The persistent removal of people from a community to prison diminishes the group's economic, social, and political standing, and contributes to recidivism and future criminality.[58,59] To reduce recidivism and the risk of crime and violence, people returning to their neighborhoods after years of incarceration benefit from adequate support and access to services, job training and economic opportunities that reinforce non-violent choices and behaviors.

The justice sector plays a significant role in preventing violence and can further support and enable other sectors for even greater impact. See the Try This box on page 91 for ways the justice sector can support efforts to address the other risk and resilience factors that fall outside its mandate.



Source: Alameda County Public Defender

YOUR TURN

If you work in the justice sector, what would you consider to be the most important benefits of participating in a multi-sector effort to prevent community violence?

If you do not work in the justice sector, what are three arguments you might use to engage this sector in a multi-sector effort to prevent violence?

1.

2.

3.

YOUR TURN

Relationship to Violence and Preventing Violence

The following list includes some roles for various sectors to prevent violence. Roles that are most common for the justice sector are checked below.

INSTRUCTIONS: Go through this list and check any other ways the justice sector connects to this issue in your community, city or region.

- ☐ Primary functions include preventing violence before it occurs.
- ☑ Primary functions include dealing directly with violence and its aftermath.
- ☑ Functions include enhancing resilience factors or reducing risk factors associated with violence.
- ☐ Works with a population at risk for violence, though functions do not focus on addressing violence.
- ☐ Functions include reaching a lot of people with information.
- ☐ No obvious relationship to preventing violence.
- ☑ Functions relate to informing or setting local priorities.

Contributions Matrix

The matrix captures various ways that sectors may contribute to efforts that prevent violence. Contributions that are most common for the justice sector are circled below.

INSTRUCTIONS:
1. Read the category types and consider how the justice sector contributes to this issue in your community, city or region.
2. Check the boxes that correspond with the justice sector's current contributions.
3. Put a star in boxes where you'd like the justice sector to contribute even more.

	Provides Direct Services (upfront and in the thick)	Provides Direct Services (aftermath)	Enabling
Core	(A) _	(B) _	(C)
Supplemental	☐ D _	(E) _	☐ F

Provides Direct Services (upfront and in the thick): Agencies and departments that provide direct services to neighborhoods, families and individuals at risk for violence or impacted by violence, before violence occurs.
Provides Direct Services (aftermath): Agencies and departments that provide direct services to neighborhoods, families and individuals, in the aftermath of violence.
Enabling: Agencies and departments whose functions and services can alter the conditions that make violence more or less likely, by controlling resources or the ability to hold others accountable.
Core: Agencies and departments whose mandate or functions are central to preventing violence.
Supplemental: Agencies and departments that could support efforts that prevent violence.

LEARN FROM OTHERS

Santa Clara County Probation Department, Calif.

Under the leadership of Chief Probation Officer Sheila Mitchell, the number of youth in juvenile hall in Santa Clara County decreased by nearly 60 percent, while use of community alternatives has increased almost five-fold. The department saw a significant shift in culture under Chief Mitchell, from an approach that punishes youth to one that identifies their strengths and rehabilitates them.

"My philosophy is that we should treat the children in our custody as though they were our own and provide them with the services and care they deserve," said Chief Mitchell. "It is clear that the entire society benefits when [people] receive appropriate rehabilitative opportunities."

The probation department replaced prison-style barracks with small, therapeutic family-like settings, and it focused its efforts on youth who are at greatest risk of re-offending. Whenever possible, the probation department utilized out-of-custody rehabilitative treatment and other alternatives to jail for people convicted of non-violent, non-sexual and non-serious crimes. Trained staff also provides comprehensive treatment to address drug problems and meet inmates' mental and physical health needs before they leave county jail or prison.

"A huge focus was placed on increasing the department's transparency and strengthening its collaborations with other county departments and community-based organizations," wrote André V. Chapman of Unity Care, for the San Jose Mercury News. "[Mitchell] has been a change leader in how the probation department treats the juveniles and families in this community."

Santa Clara County's efforts are based on the Missouri Approach. Learn more at the Missouri Approach website, www.missouriapproach.org, and share other examples with unity@preventioninstitute.org.

READ MORE

For examples of public health and law enforcement working together to address crime and violence, read Healthy Communities May Make Safe Communities: Public Health Approaches to Violence Prevention. This article by Sara Schweig was published in the National Institute of Justice Journal and can be accessed at nij.gov/journals/273.

"Partnership and collaboration is the way we do business in the city. When we collaborate we're going to get better information, and we'll have more information with allies. We all have different resources and skills, expertise to bring to bear. It takes time to develop those relationships and appreciate people's different perspectives."

—Jennifer Maconochie
Boston Police Department



DID YOU KNOW?

Law enforcement is an important advisor to other sectors.

Landscaping and design decisions aid in reducing the likelihood of crime. See the Learn from Others box on page 254 for an example of how the chief and deputy chief of the Metro Transit Police offered security suggestions that informed the design of Washington, D.C.'s subway system.



LEARN FROM OTHERS

Juvenile Supervision Center, Minneapolis

The Juvenile Supervision Center at City Hall stays open 24/7 to work with young people ages 10 to 17 who violate curfew, cut school or are picked up for minor offenses in Hennepin County.

"In the past, youth sit there in detention, parents are called in and they get to go home," said former Violence Prevention Coordinator Bass Zanjani. "We said, 'While the youth are sitting there, why aren't we learning more about what's making them ditch school? Why aren't we using that as a moment to build a relationship with the youth and family, and work with the schools?' So we created a Juvenile Supervision Center where a community-based organization conducts an assessment, has a conference with parents when they pick up their child, and then follows up 30, 60, 90 days, and six months later."

The Juvenile Supervision Center is a safe and supervised space for youth and a positive alternative to incarceration. The staff assesses each young person's strengths and risks, and provides case management as appropriate. They connect youth and their families to recreation and education opportunities, family support services and others resources, so students stay safe and in school. More than nine in 10 of the youth who received case management in 2010 were not picked up in the six months afterwards.

"The Juvenile Supervision Center in City Hall has really done a lot not to build the kids as risk factors but to build the capacity of kids not to be back there again," Mayor R.T. Rybak said.

Learn more by reading Blueprint for Action: Preventing Violence in Minneapolis, available for download www.preventioninstitute.org/unitylinks, and visit The Link's Juvenile Supervision Center web page, www.thelinkmn.org/juvenile-supervision-center. Share other examples with unity@preventioninstitute.org.

TRY THIS

No one sector can prevent violence on its own, and almost every sector can contribute to safety. Here is a list of sample actions and strategies for justice to support others' efforts to prevent violence:

- [ ] Insist on the need for a comprehensive approach to violence that includes prevention strategies. Use the bully pulpit and lend credibility to efforts that prevent violence.
- [ ] Law enforcement is expert in crime prevention. By sharing this knowledge with specific sectors, law enforcement can advise on integrating crime prevention techniques in street and community design, zoning and planning, and park landscaping, for example.
- [ ] Prioritize community policing. Empower officers to learn about resident concerns and pro-actively solve neighborhood problems in collaboration with other sectors.
- [ ] Emphasize the value of community-police relations. Train police officers to cooperate with the community to create safe streets. Collaborating with community-based organizations to reduce violence can improve local attitudes and beliefs about law enforcement.[60]
- [ ] Develop robust referral systems in coordination with other sectors, so officers can connect residents, including those at risk for violence, to needed support services and resources.
- [ ] Enhance alternatives to incarceration, such as restorative justice practices, teen court and drug court. Research suggests that many offenders have better outcomes because of diversion programs and community supervision.
- [ ] Prioritize re-entry efforts to minimize recidivism and re-arrest. For example, provide cognitive-behavioral therapy, life skills curriculum, mental health counseling, and treatment for addictions, and increase access to employment, education, housing and social services for inmates and those on parole and probation.

YOUR TURN

It's your turn to identify actions that the justice sector could take to support efforts that prevent community violence. Think about actions in terms of: 1. Within current daily operations and service delivery, 2. Changing organizational practices, 3. Advocacy or as a spokesperson, and 4. In coordination with others. You can take ideas from the Try This box on page 91 or come up with strategies and actions you'd like the justice sector to take on that will prevent violence in your city or community.

1. Within current daily operations and service delivery

2. Changing organizational practices

3. Advocacy or as a spokesperson

4. In coordination with others



YOUR TURN

What actions do you recommend the justice sector take to help prevent violence in your city or community?

1.

2.

3.

ECONOMIC
A Closer Look

"Violence impacts economic development opportunities.
It impacts all issues related to managing a city."

—Arcelio Aponte, Newark Department of Economic and Housing Development

The economic sector makes sure that the economic climate appeals to companies and employees, and that the city is a place people want to visit and spend money. Public safety is a key consideration for attracting new employers, workers and tourists, and violence is less likely when people enjoy economic opportunities. The economic sector creates jobs and develops the skills of the local workforce to match the needs of companies, today and into the future.

About this Sector – Collaboration Multiplier Categories

Learn more about this sector and use this information to complete a Collaboration Multiplier grid (see pages 26 and 27 in Part 2 of this guide) that includes the economic sector.

- **Definition:** The economic sector works to create an economic climate that attracts businesses and a skilled workforce, creates job opportunities, and builds the city's tax base.
- **Mandate:** The primary mandate of the economic sector is to create jobs and other business opportunities, and to develop a skilled workforce that will propel the city's economic growth and promote long-term prosperity.
- **Sample Departments:** Aviation, Convention and Visitors Bureau, Economic Development, Office of Arts and Culture, Small Business Enterprise, and Workforce Development (see page 257).
- **Activities:** The economic sector provides technical and financial assistance to established businesses as well as to aspiring entrepreneurs. It provides services to businesses, investors, entrepreneurs, workers and potential workers, often by contracting with community-based organizations. These services assist people in finding work and preparing for a new job, and benefit youth, low-income residents, people with disabilities, formerly-incarcerated individuals, and dislocated workers who have been laid off due to business closures, for example. This sector also informs the city's strategic planning and shares data. The economic sector buys and sells real estate and develops land, such as buying condemned properties to rebuild affordable housing. It oversees vocational training programs, community development projects and funding, such as through the Workforce Investment Act.
- **Organizational Goals:** The economic sector promotes gainful employment, and it strives to attract and facilitate commerce. It fosters the growth of a robust, stable local economy, and it makes job opportunities and businesses accessible to all people.
- **Audience:** Employers, entrepreneurs, job seekers and individuals looking to enhance their skills, and community-based service providers.

- **Data:** The data collected by the economic sector includes:
  - Unemployment rate, including for hard-to-employ groups such as youth and formerly-incarcerated
  - Delivery of support services, such as the number of adults enrolled in vocational training and placed in permanent jobs, the number of youth enrolled in city jobs programs, and number of students who have developed career and college plans
  - Long-term outcomes of support services, such as job retention rates
  - Taxable business income, business tax revenue, and revenue from sales tax that can fund services for residents and strengthen city infrastructure
  - Job growth by industry, such as the number of certified green businesses
  - Number of local employers, new business licenses, number of new businesses attracted by industry, and business openings and closures
  - Access to jobs, such as length of commute and transit options that made trips to workplaces convenient and affordable
  - Hotel business trends, such as average daily room rate, occupancy percent
  - Real estate market trends, such as residential property sales, commercial properties for lease, and vacancy rates for retail, office and industrial markets
  - Convention Center operating revenue and expense, event days and repeat customers
  - Income distribution, average wages, household median income and economic security
  - Percent of population with higher education degrees
  - Number of tourists and direct revenue from visitor expenditures
- **Desired Outcomes:** In order to justify participation in a multi-sector effort to prevent violence, departments in this sector would like to see, for example:
  - Increased positive perceptions of the city as an attractive place to establish a business, raise a family, or visit
  - Reduced unemployment rate
  - Reduced recidivism among formerly-incarcerated individuals enrolled in job training
  - Increased number of new jobs
  - Increased number of skilled employees

DID YOU KNOW?

The economic sector is concerned about the same conditions that increase or reduce the likelihood of community violence, and coordinated efforts to address these conditions can promote economic activity.

Economic development has contributed to the reduction in violence rates in many cities throughout the U.S.[61] Communities have benefitted from reductions in violence due to increased economic opportunities for residents, and small business growth.[61,62] For example:

Poverty and Economic Opportunity

Poverty is a major risk factor for violence, particularly in areas with high concentrations of disadvantage, and economic opportunity protects against violence.[63] Neighborhoods without employment opportunities deny residents the means to earn a living wage as part of the mainstream economy, and people without access to job training, support services, and loans and investment capital may turn toward drug-dealing or other illegal activities for income.[63]

- Low-income neighborhoods are more likely to have higher unemployment and poverty rates, lower homeownership and lower educational attainment rates than middle- and high-income neighborhoods.[64,65]
- Employers are more likely to hire a White person with a felony conviction than an African American with no felony convictions, even when applicants have otherwise comparable credentials.[66]
- White children live in neighborhoods with lower unemployment rates than Black and Hispanic children.[64]
- Supermarkets, often indicators of broader retail patterns in neighborhoods, are three times more prevalent in affluent, predominantly White neighborhoods than in Black and low-income neighborhoods.[67,68]
- Conventional lenders such as commercial banks and savings institutions are concentrated in outlying urban and suburban areas, while fringe bankers such as check-cashers, payday lenders and pawn shops are more highly concentrated in central-city neighborhoods.[69]
- Whites have consistently higher incomes than Blacks, Latinos and Asian Americans of comparable educational attainment,[70] and many Southeast Asian populations have a higher percentage of individuals living in poverty compared to the general population.[71]
- Black high school graduates are more likely to be unemployed than their White peers and are less likely to go directly to college.[72]

The Relationship between the Economic Sector and Preventing Violence

Violence and lack of safety discourage investment in cities and neighborhoods, and fear of violence interferes with people's shopping habits and ability to travel to work and stores. The economic sector promotes the same conditions that protect against community violence. Listed below are some reasons the economic sector may benefit from a multi-sector approach to prevent community violence.

- **Violence and the fear of violence make cities less attractive to investors and businesses.** Businesses are reluctant to invest in areas that are seen as violent or unsafe. For example, actual and perceived crime is one of several reasons for a lack of supermarkets in low-income communities.[74] Businesses may worry that revenue loss will be higher in neighborhoods affected by violence. They also pay higher insurance rates and undergo additional scrutiny for bank loans when opening up shop in a high-crime area.
- **Cities that are seen as unsafe are not appealing places for employees to live and work, or for tourists to visit.** When a city has a reputation for violence, people are less likely to move there to accept a job offer, and tourists will bypass the area when planning a vacation. This deprives the city of tax revenue and consumers who can support the economy.
- **Violence alters purchasing patterns.** People who believe their neighborhoodis not safe only go shopping during what they think are "safe" daylight hours. They also tend to shop at nearby convenience outlets rather than travelling to other neighborhoods where there may be a higher concentration of shops and a greater variety of products. High levels of loitering, vandalism and crime near stores discourage shoppers from entering, which limits people's access to goods for sale.



DID YOU KNOW?

Reducing violent crime would benefit property owners and taxpayers.

According to the Center for American Progress, a 25-percent reduction in homicides should produce a 2.1 percent increase in housing prices over the next year.[73] Increases in the value of residential real estate would substantially expand revenues from property taxes in U.S. cities. For the Boston metropolitan area, for example, the savings would allow the city to boost spending on housing and community development by up to 14.4 percent, or to reduce property taxes by up to 0.8 percent.[73] For details and for an analysis of savings for seven other cities, read The Economic Benefits of Reducing Violent Crime, available at www.americanprogress.org.

"Putting youth on a path toward self-sufficiency, so they live a life free of violence—our work advances that every day. By exposing them to career paths and professionals, we look ahead to create a future for youth that is free of violence."

—Anne Fischer
Minneapolis Department of Community Planning and Economic Development

- **Violence interferes with commerce.** Violence affects the behavior of business owners and employees. For example, residents who must pass through unsafe neighborhoods on their way to and from work may have higher absenteeism due to fear of violence, especially if there are no safe, affordable public transportation options. Workers who have witnessed or experienced violence are often less able to focus on the job and are not as productive until they are able to process their trauma and heal.
- **A multi-sector effort to prevent violence would improve the economic sector's ability to attract investments and create jobs in neighborhoods affected by violence.** Making every neighborhood a welcoming, safe place would be a compelling selling point to include in the economic sector's pitches. Efforts to prevent violence in priority corridors could help stimulate economic development and improve conditions for business. Public health, community services, and planning and zoning can collaborate with the economic sector and recommend ways the built environment can promote wellness and safety.
- **Coordinating with other sectors would allow this sector to better serve hard-to-employ individuals and their families.** The economic sector helps ensure that people are gainfully employed, including young people, those on public assistance and individuals returning to the community from prison. Working with other sectors such as education, social services and justice would allow the economic sector to better train competent workers and connect them to job opportunities.
- **Coordinating with other sectors would promote a skilled future workforce.** Investing in children and youth is good for the long-term economic health of the city. The economic sector can support the development of a skilled future workforce by prioritizing education and healthy youth development. These strategies also prevent violence, and the economic sector can work with sectors such as Education and Community Services to ensure quality schools and extracurricular programs, and create opportunities for youth to be creative, to cooperate with each other, and learn about different career paths.



cc Green Jobs Now

DID YOU KNOW?

Resilience Factors

The following resilience factors reduce the likelihood that community violence will occur, can counteract the impact of risk factors, and are factors that the economic sector touches on:

Society and Community Factors

- Employment and economic opportunities
- Community design that promotes safety
- Opportunities for artistic and cultural expression

Relationship and Individual Factors

- Opportunities for meaningful participation

Risk Factors

The following risk factors increase the likelihood that community violence will occur and are factors that the economic sector touches on:

Society and Community Factors

- Weak health, educational, economic and social policies and laws
- Neighborhood poverty
- Diminished economic opportunities; high unemployment rates

Relationship and Individual Factors

- Low educational achievement

YOUR TURN

Why should the economic sector participate in multi-sector efforts to prevent community violence?

1.

2.

3.

YOUR TURN

If you work in the economic sector, what would you consider to be the most important benefits of participating in a multi-sector effort to prevent community violence?

If you do not work in the economic sector, what are three arguments you might use to engage this sector in a multi-sector, collaborative effort to prevent violence?

1.

2.

3.

YOUR TURN

Relationship to Violence and Preventing Violence

The following list includes some roles for various sectors to prevent violence. Roles that are most common for the economic sector are checked below.

INSTRUCTIONS: Go through this list and check any other ways the economic sector connects to this issue in your community, city or region.

- ☐ Primary functions include preventing violence before it occurs.
- ☐ Primary functions include dealing directly with violence and its aftermath.
- ☑ Functions include enhancing resilience factors or reducing risk factors associated with violence.
- ☐ Works with a population at risk for violence, but the main focus is something other than violence or preventing violence.
- ☐ Functions include reaching a lot of people with information.
- ☐ No obvious relationship to preventing violence.
- ☐ Functions relate to informing or setting local priorities.

Contributions Matrix

The matrix captures various ways that sectors may contribute to efforts that prevent violence. Contributions that are most common for the economic sector are circled below.

INSTRUCTIONS:

1. Read the category types and consider how the economic sector contributes to this issue in your community, city or region.
2. Check the boxes that correspond with the economic sector's current contributions.
3. Put a star in boxes where you'd like the economic sector to contribute even more.

	Provides Direct Services (upfront and in the thick)	Provides Direct Services (aftermath)	Enabling
Core	☐ A _	☐ B _	(C) _
Supplemental	(D) _	☐ E _	(F) _

Provides Direct Services (upfront and in the thick): Agencies and departments that provide direct services to neighborhoods, families and individuals at risk for violence or impacted by violence, before violence occurs.
Provides Direct Services (aftermath): Agencies and departments that provide direct services to neighborhoods, families and individuals, in the aftermath of violence.
Enabling: Agencies and departments whose functions and services can alter the conditions that make violence more or less likely, by controlling resources or the ability to hold others accountable.
Core: Agencies and departments whose mandate or functions are central to preventing violence.
Supplemental: Agencies and departments that could support efforts that prevent violence.

"When we engage youth, we are training the next work force. We need youth to be compensated for their time, to be able to translate their experiences into academics, a resume highlight and a career path."

—Sheila Savannah
Houston Department of
Health and Human Services

LEARN FROM OTHERS

Greening Vacant Lots, Philadelphia

The City of Philadelphia noticed vacant lots made an area seem less desirable, which discouraged housing and business developers from investing in a neighborhood. In partnership with city agencies and other community-based groups, the Pennsylvania Horticultural Society removed trash and debris from the lots, and planted trees and grass. Formerly-incarcerated residents in a community-based job training program maintained these spaces by learning to mow grass, prune trees and repair low wooden fences.

A study evaluating this effort found that greening vacant lots and keeping public spaces clean was linked to fewer gun assaults and less vandalism. According to the Next Great City initiative, the city's multi-million-dollar investment in greening vacant lots has helped raise property values by up to 30 percent, and land maintenance activities encourage investment. In some neighborhoods, residents said they exercised more and felt less stressed.[75] Greening vacant lots may help prevent violence, reduce certain types of crime, and promote health.

Learn more by reading A Difference-in-Differences Analysis of Health, Safety and Greening Vacant Urban Space, by Charles C. Branas and others, and visit the Pennsylvania Horticultural Society website, www.phsonline.org. Share other examples with unity@preventioninstitute.org.



Before and after photos of the greening effort at 8th and Berks in Philadelphia. The after photo from 2013 (bottom) shows grown trees originally planted in 2008 (middle). Source: PHS Pennsylvania Horticultural Society

LEARN FROM OTHERS

STEP-UP Jobs, Minneapolis

The STEP-UP Jobs, coordinated by Minneapolis Employment and Training Program, matches youth ages 14 to 21 to non-profit, public sector and corporate internships. STEP-UP is part of the city's economic development strategy, and is supported by partnerships. Funding from local business, government and other sources allows young people to explore career options, practice job skills, and learn from community and business leaders.

"Putting youth on a path toward self-sufficiency, so they live a life free of violence—our work advances that every day," said Anne Fischer, formerly of the Minneapolis Department of Community Planning and Economic Development. "By exposing them to career paths and professionals, we look ahead to create a future for youth that is free of violence."

Learn more about STEP-UP Jobs at the City of Minneapolis website, www.minneapolismn.gov/cped/metp, and share other examples with unity@preventioninstitute.org.

TRY THIS

No one sector can prevent violence on its own, and almost every sector can contribute to safety. Here is a list of sample actions and strategies for the economic sector to prevent violence:

Promoting Business

- [ ] Establish a business improvement district as part of a broader effort to reduce violent crime and promote tourism.
- [ ] Increase and diversify business types in historically marginalized and disinvested areas.
- [ ] Fund micro-enterprises, especially those designed to meet neighborhood service needs and encourage youth employment.
- [ ] Support small businesses and their success. For example, work with entrepreneurs from historically marginalized and disinvested areas to more easily obtain bank loans and subsidize start-up costs.
- [ ] Coordinate commercial corridor investments with neighborhood efforts to prevent violence. Consider how activities that prevent violence and promote economic development might mutually reinforce each other.

Creating Jobs

- [ ] Support economic and education policies that foster the development of a skilled future workforce, such as universal pre-kindergarten and "ban the box" legislation.
- [ ] Contract with for-profit businesses and community groups that train and hire hard-to-employ individuals.

(Continued on page 104)

TRY THIS

(Continued from page 103)

- [ ] Work with businesses to hire local whenever possible.
- [ ] Increase the number of available jobs, especially for hard-to-employ, low-skilled workers.
- [ ] Reallocate funds from Workforce Investment Boards to finance the economic sector's efforts to prevent violence.

Neighborhood Design

- [ ] Incorporate concepts of Crime Prevention Through Environmental Design (CPTED, see the Did You Know? box on page 236) into community redevelopment and neighborhood revitalization projects.
- [ ] Ensure that pedestrian and neighborhood shopping districts are safe, clean and accessible for shoppers from all parts of town.
- [ ] Improve local infrastructure and rezone marginal retail areas with special attention to alcohol outlet density.
- [ ] When designing mixed-use real estate development projects, consider including amenities that help prevent violence, such as tutoring, arts and school supply, and health care.
- [ ] Consider neighborhood-specific public art projects that would clean up blight and graffiti, improve the neighborhood's physical appearance, and promote perceptions of safety. Green vacant lots and transform the neighborhood into an appealing destination.

Building a Sense of Place

- [ ] Establish processes so planning decisions and neighborhood projects reflect residents' priorities and community input. Work with residents in historically marginalized and disinvested areas to lift up local assets and positive aspects of culture.
- [ ] Sponsor street-level retail and entertainment to bring residents together and celebrate local culture. Promote pro-social street activities, such as through market stalls, pop-up parks, sidewalk cafes and festivals.
- [ ] Welcome gang outreach workers and violence interrupters at festivals and public events, to help keep the peace and raise community awareness.
- [ ] Re-brand revitalized neighborhoods that have a reputation for violence. Use appropriate public communications and marketing techniques to draw visitors.
- [ ] See Try This box on page 68 for actions that all sectors can take to prevent violence.

YOUR TURN

It's your turn to identify actions that the economic sector could take to prevent community violence. Think about it in terms of: 1. Within current daily operations and service delivery, 2. Changing organizational practices, 3. Advocacy or as a spokesperson, and 4. In coordination with others. You can take ideas from the Try This box on pages 103 and 104, or identify the strategies and actions you'd like the economic sector to take on to prevent violence in your city or community.

1. Within current daily operations and service delivery

2. Changing organizational practices

3. Advocacy or as a spokesperson

4. In coordination with others

YOUR TURN

What actions do you recommend the economic sector take to help prevent violence in your city or community?

1.

2.

3.

EDUCATION

A Closer Look

"No school can be a great school unless it is a safe school."

—Secretary Arne Duncan, U.S. Department of Education[76]

The education sector teaches children, promotes academic achievement, and develops abilities and skills so students can realize their full potential. It delivers high-quality education to prepare students for success in life. Violence at school or in the community can interfere with people's ability to learn and alter children's development. Schools can ensure that the campus is a safe place for all students and staff, and that young people possess the skills to relate to others, work together, and resolve conflicts without violence. High-quality education that fosters positive social-emotional development in young people protects against violence, whereas academic failure increases the risk of future violence.[77-80]

About this Sector – Collaboration Multiplier Categories

Learn more about this sector and use this information to complete a Collaboration Multiplier grid (see pages 26 and 27 in Part 2 of this guide) that includes the education sector.

- **Definition:** Schools instruct students in a broad array of academic disciplines. The education sector delivers formal, structured teaching through a system of public, alternative and charter schools and community colleges.
- **Mandate:** The primary mandate of the education sector is to prepare students with the knowledge and intellectual skills for success in later life, whether they join the workforce upon graduating from high school or continue study at a community college, four-year school, university or vocational school.
- **Sample Departments:** Adult Education, Assessment and Evaluation, Curriculum and Instruction, English Language Learning, Facilities and Operations, Superintendent of Schools (see page 244), Special Education, Technology, and Transportation.
- **Activities:** Schools typically lead students through a predetermined, prescriptive curriculum. Students gain knowledge with the guidance of instructors, who also assess students' mastery of the topic. After acquiring basic literacy and numeracy in primary school, all students study English, science, mathematics, and history or social studies. Schools may also offer courses in health, physical education, visual and performing arts, and foreign languages.
- **Organizational Goals:** Schools promote academic achievement and work with students so they acquire the necessary skills and knowledge to graduate from high school.
- **Audience:** School attendance is compulsory in the U.S. for most children and youth between the ages of five and 18 years old. The education sector's primary audiences are these children and their families, adult students, and community organizations that serve children and youth.
- **Data:** The data collected by the education sector include an impressive amount of information on the characteristics, behaviors and perceptions of the student population enrolled in public schools. For example, surveys may include:

- Demographics, including gender, race and ethnicity, and family structure
- Attendance and truancy, and out-of-class referrals, detentions, suspensions and other disciplinary actions
- Academic achievement, as measured through course exams and standardized tests
- School connectedness, youth employment, and intentions to continue education after high school
- Perceptions of safety, including whether students were bullied, threatened or injured on school property, or ever skipped school because they felt unsafe
- Mental health, such as feeling sad, discouraged or hopeless most of the time, having suicidal thoughts or attempting suicide
- Connection to a caring adult, such as feeling able to talk to a parent about problems

- **Desired Outcomes:** In order to justify participation in a multi-sector effort to prevent violence, departments in this sector would like to see, for example:
  - Decreased suspensions and other disciplinary actions
  - Decreased number of days that students are out of school
  - Increased average daily attendance
  - Decreased drop-out rates
  - Increased graduation rates
  - Decreased gaps in academic achievement, skill acquisition, graduation rates and other outcomes, by race, ethnicity and other factors
  - Increased reports of students and families feeling engaged, welcomed, supported and connected to school
  - Additional teacher training and other staff development
  - Increase in the number and types of available activities that students find meaningful

The Relationship between the Education Sector and Preventing Violence

The presence of violence or the threat of violence impacts schools, communities and individuals in ways that interfere with learning and academic success. Schools promote the same conditions that protect against community violence. Listed below are some specific reasons this sector may benefit from a multi-sector approach to preventing community violence.

- **Violence interferes with students' learning.** Experiencing and witnessing violence creates stress and anxiety among children, affecting their ability to concentrate and focus in class.[81-87] School violence creates an environment that discourages student exploration and creativity, and hinders academic achievement.
- **Violence decreases school attendance.** In large urban school districts, 8.2 percent of students missed school in the last 30 days because they felt unsafe at school, or were did not feel safe on their way to or from school.[88] Students who do not show up cannot graduate.
- **Violence interferes with teaching and school administration.** Violence at school and in the neighborhood creates a widespread sense of fear that limits the ability of school staff and volunteers to educate and support students. Concerns about workplace safety also make it difficult to recruit and retain quality teachers and administrators.
- **Violence undermines community support for quality schools.** Strong social networks enable residents to mobilize in support of quality schools, and to pressure elected decision-makers to invest adequately in neighborhood schools. Violence disrupts relationships, discourages interactions among residents, and is toxic for communities. It also affects the emotional health of parents, limiting their ability to attend to their children's academic performance and school behavior, and to participate in school functions, such as Parent-Teacher Association meetings.[89]
- **Violence reduces funding for schools.** Many schools are funded by local property taxes, and the amount of money collected depends on property values. Community violence reduces property value, which means that school districts most affected by violence also receive the fewest resources. An analysis of eight cities by the Center for American Progress suggests that reducing homicides by just 10 percent would increase the value of residential real estate by up to $4.4 billion and substantially expand revenue from property taxes.[90]
- **Preventing violence would free up school resources.** Preventing violence could increase the amount of time and resources spent educating and supporting students, rather than spent disciplining them, responding to violent incidents, or repairing damaged property. "Half of my job is fighting fires. I wish the majority of the time was putting those foundational, preventive practices in place," said Julie Young-Burns of Minneapolis Public Schools. Preventing violence would mean that school resources currently spent on security equipment and personnel, for example, could be invested elsewhere.

"Building community and making the school and its neighborhood a peaceful place could be the most powerful thing schools can do."

—Julie Young-Burns
Minneapolis Public Schools



Roy Kaltschmidt, cc Lawrence Berkeley National Lab

- **A multi-sector effort to prevent violence would address shared risk and resilience factors, improve school safety, and mobilize community support.** Participating in a multi-sector effort would increase support for schools and the ways they promote resilience among students and in the community. For example, collaborating with other sectors may expand ways for schools to engage youth, enhance learning and positive child development, both in schools and through out-of-school programs.[91,92] Connecting school activities and out-of-school time may help establish consistent, shared positive expectations for youth throughout the community. Collaborations among schools, the community, and city departments to address school violence have shown to be effective.[93-95]
- **Coordinating with other sectors would expand schools' capacity to improve academic outcomes for students most affected by violence.** Sharing the work across sectors would enhance this sector's ability to identity and assist students exposed to violence, and connect their families to support services. This could allow students to focus on learning and improve their academic outcomes.

DID YOU KNOW?

Resilience Factors

The following resilience factors reduce the likelihood that community violence will occur, can counteract the impact of risk factors, and are factors that schools touch on:

Society and Community Factors

- Quality schools
- Employment and economic opportunities
- Coordination of resources and services among community agencies

Relationship and Individual Factors

- Connection to a caring adult; positive relationships and attachments
- High expectations
- Skills in solving problems non-violently
- Connection and commitment to school

Risk Factors

Risk factors increase the likelihood that community violence will occur, and the following are factors that the schools touch on:

Society and Community Factors

- Weak health, educational, economic and social policies and laws
- Academic failure and failure of the school system

Relationship and Individual Factors

- Low educational achievement
- Lack of non-violent social problem-solving skills; impulsiveness and poor behavioral control
- Experiencing and witnessing violence

DID YOU KNOW?

Universal school-based violence prevention programs can reduce violence by 15 percent in as few as six months.[96]

These programs improve the campus climate as a whole, and teach all students and staff the social skills that allow for non-violent conflict resolution. These social and emotional skills include empathy, impulse control, anger management and problem-solving.

YOUR TURN

Why should schools participate in multi-sector efforts to prevent community violence?

1.

2.

3.

YOUR TURN

If you work in the education sector, what would you consider to be the most important benefits of participating in a multi-sector effort to prevent community violence?

If you do not work in the education sector, what are three arguments you might use to engage this department in a multi-sector, collaborative effort to prevent violence?

1.

2.

3.

YOUR TURN

Relationship to Violence and Preventing Violence

The following list includes some roles for various sectors to prevent violence. Roles that are most common for the education sector are checked below.

INSTRUCTIONS: Go through this list and check any other ways schools connect to this issue in your community, city or region.

- ☐ Primary functions include preventing violence before it occurs.
- ☐ Primary functions include dealing directly with violence and its aftermath.
- ☑ Functions include enhancing resilience factors or reducing risk factors associated with violence.
- ☐ Works with a population at risk for violence, but the main focus is something other than violence or preventing violence.
- ☐ Functions include reaching a lot of people with information.
- ☐ No obvious relationship to preventing violence.
- ☑ Functions relate to informing or setting local priorities.

Contributions Matrix

The matrix captures various ways that sectors may contribute to efforts that prevent violence. Contributions that are most common for the education sector are circled below.

INSTRUCTIONS:

1. Read the category types and consider how schools contribute to this issue in your community, city or region.
2. Check the boxes that correspond with the education sector's current contributions.
3. Put a star in boxes where you'd like schools to contribute even more.

	Provides Direct Services (upfront and in the thick)	Provides Direct Services (aftermath)	Enabling
Core	(A) _	☐ B _	(C) _
Supplemental	☐ D _	☐ E _	☐ F _

Provides Direct Services (upfront and in the thick): Agencies and departments that provide direct services to neighborhoods, families and individuals at risk for violence or impacted by violence, before violence occurs.
Provides Direct Services (aftermath): Agencies and departments that provide direct services to neighborhoods, families and individuals, in the aftermath of violence.
Enabling: Agencies and departments whose functions and services can alter the conditions that make violence more or less likely, by controlling resources or the ability to hold others accountable.
Core: Agencies and departments whose mandate or functions are central to preventing violence.
Supplemental: Agencies and departments that could support efforts that prevent violence.

READ MORE

Children who are scared cannot focus on learning, and the UNITY Fact Sheet on the Links Between Violence and Learning shares research evidence on how exposure to violence affects students and school staff. Download the publication at www.preventioninstitute.org/unitylinks.

LEARN FROM OTHERS

City Heights Educational Collaborative, San Diego

The three public San Diego schools in the City Heights Education Collaborative operate as community schools. This means that in addition to academic instruction, the schools in this City Heights neighborhood provide comprehensive health and social services to students and their families. Each campus supports a health center, and a well-trained staff provides individual tutoring, workshops for parents, social services, case management and counseling.

This educational partnership is designed to improve education outcomes and equip all students with essential life skills. Professors and students from the San Diego State School of Education work with staff, so education research and theory inform strategies.

Residents have since asked the Board of Education for trauma-informed education, whereby all teachers are trained by San Diego Trauma-Informed Guide Team on how violence affects children's ability to learn. This way, school staff can recognize the signs of trauma and help students recover.

"Trauma doesn't go away," resident Cheryl Canson told Voice of San Diego. "It needs to be processed, and children depend on adults to help them process through trauma."

Learn more at the City Heights Education Collaborative website, thechec.org, and share other examples with unity@preventioninstitute.org.

DID YOU KNOW?

Violence undermines learning and students' experience of school.

- One in four middle and high school students in the U.S. reports being a victim of violence at or around school.[81]
- Violence and fear of violence have serious implications in terms of school performance and graduation rates.[97] Fear of danger at school and in the community have measurable negative effects on student attendance, behavior and grades.[82,98]
- Children in early elementary school with a history of exposure to violence or victim of violence, score significantly lower reading ability, almost 10 points lower on average.[99]
- Urban elementary and middle school students who report witnessing violence in the community display lower levels of academic achievement, a gap that persists over time.[100,101]

LEARN FROM OTHERS

Speak Up! Minneapolis



Julie Young-Burns of Minneapolis Public Schools shares a Speak Up! poster at a UNITY City Network event.

"One student said to us, 'What are you going to do about the fact that there has been a gun at my school all day and nobody did anything about it?'" said Minneapolis Mayor R.T. Rybak.[27] "'Fair enough,' and then I said, 'What are you going to do as a kid in this community? There was a gun in your school all day long and you didn't do anything about it?' He came back and said, 'We're not stupid; we know the laws. We know that if we had reported that the person who was accused of that has the right to know their accuser. I don't want to get in trouble.'"

This conversation led the Minneapolis Public Schools to establish Speak Up! Minneapolis, an anonymous tip line for people and organizations to report potential threats. It enables responsible adults to intervene at the first sign of risk for violence, both at school and otherwise. This is also an example of how the Minneapolis Youth Congress is working with local decision-makers to shape policies affecting young people.

Learn more about Speak Up! at the Minneapolis Public Schools student support services web page, sss.mpls.k12.nm.us, and share other examples with unity@preventioninstitute.org.

"Every school should be a safe haven no matter what. We would be remiss if we did not address violence."

—Rose Haggerty
Houston Independent School District

LEARN FROM OTHERS

Violence Prevention Certificate Program, College of Alameda, Calif.

Those who earn the College of Alameda's Violence Prevention Strategies Certificate complete two courses and earn up to four units of credit for field experience with organizations working to prevent violence. By connecting students to each other and to local leaders, this certificate program provides service-learning opportunities and promotes community development. Course topics include self-care, sustaining a movement for non-violence, and healing through activism.

The program was created to mentor, recruit and support the next generation of leaders in the field of community development, according to Sean Heron, a consultant and a project co-founder.

"This is one small attempt to create a couple of rungs on that ladder where community leaders can engage with [each other] and get the credentials that you can only get from an accredited college," Heron said.

Learn more at the College of Alameda Violence Prevention Initiative website, www.violencepreventioncoa.weebly.com, and share other examples with unity@preventioninstitute.org.

TRY THIS

No one sector can prevent violence on its own, and almost every sector can contribute to safety. Here is a list of sample actions and strategies for schools to prevent violence:

☐ Establish universal school-based programs that prevent violence and cultivate social skills for all students and staff. Search for examples of promising programs and best practices at:

- Guide on Effective Social and Emotional Learning Programs, by the Collaborative for Academic, Social and Emotional Learning, www.casel.org/guide
- Model Programs Guide, by the Office of Juvenile Justice and Delinquency Prevention, www.ojjdp.gov/mpg
- National Registry of Evidence-Based Programs and Practices, by the Substance Abuse and Mental Health Services Administration, www.nrepp.amhsa.gov
- Youth Violence: Prevention Strategies, by the Centers for Disease Control and Prevention, www.cdc.gov/violenceprevention/youthviolence/prevention.html

☐ Train parents and staff of youth-serving organizations so they can model the social and emotional skills that protect against violence.

☐ Improve campus climate, and use data on student perspectives of safety and school connectedness to inform these efforts.

(Continued on page 117)

TRY THIS

(Continued from page 116)

- [ ] Incorporate social and emotional learning into all aspects of curriculum and instruction. For example, encourage collaborative, project-based learning in addition to lectures.
- [ ] Enter a joint use agreement, so school facilities are available for community use during evenings and weekends. Joint use agreements create safe places for students and residents to gather and be active, especially in neighborhoods affected by violence.
- [ ] Streamline the process of creating extracurricular student clubs, to expand the number and types of activities that are meaningful to students and encourage a sense of belonging.
- [ ] Promote healthy, positive social interactions among students and staff. Connect students to caring adults, such as by creating staff incentives to sponsor student-initiated and -directed extracurricular clubs.
- [ ] Hire teachers and staff who reflect the local culture and enjoy strong community ties. Consider hiring young people as tutors and peer educators, as appropriate.
- [ ] Deliver trauma-informed education. Screen for trauma survivors among the student body and staff, for example, and develop a protocol for connecting them to social services.
- [ ] Expand the services available at school to include social, emotional and physical health, in addition to intellectual growth.
- [ ] Consider establishing career and college centers in high school with well-trained guidance counselors, to help students develop a life plan starting freshman year and progress toward their goals over the next four years. Work with the economic sector to increase youth employment opportunities.
- [ ] Teach financial literacy, and support college-bound students in navigating the admissions and financial aid processes of higher education. This may include small loans to low-income students who must pay deposits to secure their spots at schools and dorms.
- [ ] Pursue an agreement with a local college or university to guarantee graduating students admission or scholarships if they meet certain benchmarks and criteria.
- [ ] Develop alternatives to suspension to replace zero-tolerance disciplinary policies.
- [ ] Engage residents who live around the campus, and consider establishing a community advisory group. Position the school as a neighborhood asset and build trust.
- [ ] Partner with youth-serving organizations and neighborhood groups to complement school-run activities. For example, supplement the curriculum through after-school and out-of-school programs. Train these groups on how best to interface with the school system, so they tailor their requests with an understanding of where educators have latitude or are more constrained.
- [ ] Collaborate with after-school and out-of-school service providers to establish shared positive expectations for young people, and agree on consistent consequences and responses to undesirable behaviors to reinforce a culture of non-violence.
- [ ] Share data with partners and other city agencies to better coordinate efforts that support students and their families, and provide after-school and summer activities.
- [ ] Invest in staff development, such as training staff to develop rapport with students, and to convey trust and respect for youth. Support teachers to accommodate different learning styles.
- [ ] See Try This box on page 68 for actions that all sectors can take to prevent violence.

YOUR TURN

It's your turn to identify actions that schools could take to prevent community violence. Think about it in terms of: 1. Within current daily operations and service delivery, 2. Changing organizational practices, 3. Advocacy or as a spokesperson, and 4. In coordination with others. You can take ideas from the Try This box on pages 116 and 117, or identify the strategies and actions you'd like schools to take on to prevent violence in your city or community.

1. Within current daily operations and service delivery

2. Changing organizational practices

3. Advocacy or as a spokesperson

4. In coordination with others

YOUR TURN

What actions do you recommend schools take to help prevent violence in your city or community?

1.

2.

3.

GOVERNANCE

A Closer Look

"You can't be the mayor of an urban city and ignore violence."

—Robbyn Wahby, St. Louis Office of the Mayor

The governance sector oversees city or county functions and provides regional leadership. Violence disrupts municipal operations and undermines city priorities, interfering with the governance sector's ability to serve constituents.

About this Sector – Collaboration Multiplier Categories

Learn more about this sector and use this information to complete a Collaboration Multiplier grid (see pages 26 and 27 in Part 2 of this guide) that includes the governance sector.

- **Definition:** The governance sector leads, manages and administers city functions. Through executive and legislative functions, mayors, city councils and boards of supervisors, for example, oversee the operation of municipal government.
- **Mandate:** The primary mandate of the governance sector is to ensure that government improves residents' lives and works for the people.
- **Sample Departments:** Boards and Commissions, City Council and Board of Supervisors, City or County Attorney, City or County Manager, and the Mayor's Office.
- **Activities:** The governance sector formulates and carries out policies, administers programs, and directs funding by approving budgets. It communicates with the public, and passes local laws to help govern the city, including sales or income taxes. Elected officials meet with residents, community-based groups, businesses and other stakeholders, to gather input on local priorities. The governance sector also supervises day-to-day operations of departments and staff, prepares and reviews city or county contracts, and defends the city against civil suits. For county jurisdictions, the governance sector oversees commissions, and implements and refines the local application of state law through ordinances.
- **Organizational Goals:** The governance sector ensures smooth municipal functioning, and works to create an attractive city where people want to live, work and visit. It streamlines and coordinates services to ensure efficient governance, and builds a strong connection between government and its residents and visitors for sharing information.
- **Audience:** Residents, potential residents, businesses and visitors within city or county limits.
- **Data:** The governance sector can access the data of most sectors upon request, and collects some its own as well, including:
  - Resident ratings of city government performance, on issues such as informing residents on the status of major issues, responsiveness to complaints, providing residents opportunities to give input, and the quality of emergency communications and coordination of city recovery efforts

- Resident survey measures, such as residents who reported that people in their neighborhood look out for one another, and those who said they experienced discrimination in the last year when dealing with the city
- Community engagement and civic participation, including participation in city-wide events, voter turnout in local elections by neighborhood, and diversity on boards and commissions
- Communications with the public, such as resident perception and usage of the city website, and communications in languages other than English
- Numbers and characteristics of the city and county workforce, such as gender, race and ethnicity, and age distributions to track workforce diversity
- Hiring and retention of city and county employees, including retirement projections and health insurance costs

- **Desired Outcomes:** In order to justify participation in a multi-sector effort to prevent violence, this sector would like to see, for example:
  - Reduced homicides and shootings
  - Increased perceptions of safety
  - Improved perception of city government as fair, effective and responsive to residents' concerns
  - Improved relationships between city government and residents
  - Improved reputation of the city as an attractive, thriving place
  - Increased civic participation
  - Increased civic pride
  - Increased sense of community
  - Increased tax revenue

The Relationship between the Governance Sector and Preventing Violence

By publicly declaring that violence is both unacceptable and preventable, city council members, county supervisors and mayors can advance local priorities, build momentum, and engage and inspire others to join a coordinated effort. Those in the governance sector can demand an end to violence, ensure accountability, and put resources behind prevention efforts. Listed below are some specific reasons this sector might call for a city-wide inter-sector approach to preventing community violence.

- **Violence is destructive.** By definition, violence threatens lives and property, and disrupts the peace. Violence can sow fear and chaos in neighborhoods, and it undermines health and quality of life, disrupts relationships, and is toxic for communities.

"The Mayor's Office called together leaders from other departments – human services, economic development, others – to help identify what can be done about violence. The mayor and city council help hold us all accountable."

—Mariko Lockhart
Seattle Youth Violence Prevention Initiative

"Public safety is a public health issue. Show me the preventive side of this [because] we want to make sure that we create long-lasting change. If we want public safety, we need the political will to get in there with a multi-faceted approach. It's the guts to say, 'We are not going to arrest our way out of this situation'—to say it and do it."

—Councilman Paul López
City and County of Denver

- **Violence is expensive.** Violence is costly to government, taxpayers, communities and survivors in terms of medical treatment, social services, lost future wage earnings, and justice expenses, such as incarcerating perpetrators.
- **Preventing violence promotes efficient, effective government.** Embedding efforts to prevent violence within multiple agencies and sectors can leverage existing assets for maximum benefit. Coordinating efforts across multiple sectors aligns resources and reduces duplication. Partners working together to prevent violence can share information and resources to avoid reinventing the wheel.
- **Safety is a priority for residents.** Preventing violence is a pro-active and positive way to be responsive to constituent concerns. "[Preventing violence] is not a matter of what you believe the role of government is. It's about what you believe the role of safety is in your community and how that's important to your constituency," said Denver City Councilman Paul López. "If you put safety in there and ask a community anywhere in the country what's important to them out of all the issues, I guarantee safety is the number one or two issue."
- **Prevention works.** Models to prevent violence that are grounded in the public health approach have reduced shootings and killings by 41 to 73 percent,[103] and universal school-based violence prevention efforts can reduce violence by 15 percent in as little as six months.[104] Cities with more coordination, communication and attention to preventing violence have achieved lower violence rates. For example, the City of Minneapolis documented significant decreases in juvenile crime since implementing its public health-based Blueprint for Action.[105]
- **Prevention is cost-effective.** Efforts to prevent violence yield great return on investment. For example, parenting programs and high-quality, universal pre-school can be components of a comprehensive, city-wide strategic plan. The High Scope Perry Preschool Program showed a return of $16.14 for every dollar invested in the program,[106] and Triple P Parenting program demonstrated a $47 benefit to society for every $13 invested in the program.[107]
- **A coordinated effort to prevent violence would advance other city priorities.** Preventing violence generates a slew of positive outcomes. Successful efforts to prevent violence would help create an educated, prosperous and fair society, and reinforce city efforts to attract business and tourism and to cultivate healthy communities, a skilled workforce and booming economy, and safe neighborhoods where people want to live.

- **Preventing violence is an investment in the future.** "Developing a comprehensive plan to prevent violence is an investment in ourselves, in our city," said Robbyn Wahby of the St. Louis Mayor's Office. Addressing the fallout from violence is far more expensive than preventing problems in the first place, and more and more city leaders recognize that prevention is a smart investment. "Violence is much more than just numbers and statistics; these are people's lives. These are our children, and 10 or 20 years from now [our society as a whole will reflect] how our children are doing today," said Paul López, Denver city councilman. "We are creating this situation and the environment for young people to act this way. We need the political will to do [prevent violence] because if not, then 20 years from now, what will our community look like? We're not going to be happy."



DID YOU KNOW?

Specific aspects of people and their environments are associated with preventing violence and promoting safety.

The governance sector plays a significant enabling role in preventing violence by ensuring there is the capacity, funding, and staffing to address the various factors that shape the likelihood of violence. In public health, these factors are called risk and resilience factors.

Risk factors such as neighborhood poverty and high unemployment increase the likelihood that violence will occur. Resilience factors reduce the likelihood that community violence will occur and can counteract the impact of risk factors. Resilience factors include quality schools, community design that promotes safety, and strong social networks. Violence is complex, so preventing violence means addressing both risk and resilience factors at work in a community, municipality or region.

The governance sector supports coordinated efforts that can counter despair and seed hope in communities affected by violence. Some of the supportive elements that the governance sector can promote are: collaboration and staffing, community engagement, communication, training and capacity building, a strategic plan, data and evaluation, and funding.

"One summer a few years back, Councilmember Don Samuels and I were talking about the funeral we had just left. We were wondering, 'What do we do next? And how do we lead the community through this?' We knew we had to do something different, so we spent many months laying out a plan that takes a public health approach to youth violence."

—Mayor R.T. Rybak
City of Minneapolis

YOUR TURN

Why should the governance sector participate in multi-sector efforts to prevent community violence?

1.

2.

3.

YOUR TURN

If you work in the governance sector, what would you consider to be the most important benefits of participating in a multi-sector effort to prevent community violence?

If you do not work in the governance sector, what are three arguments you might use to engage municipal leaders in a multi-sector, collaborative effort to prevent violence?

1.

2.

3.

YOUR TURN

Relationship to Violence and Preventing Violence

The following list includes some roles for various sectors to prevent violence. Roles that are most common for the governance sector are checked below.

INSTRUCTIONS: Go through this list and check any other ways the governance sector connects to this issue in your community, city or region.

- [x] Primary functions include preventing violence before it occurs.
- [x] Primary functions include dealing directly with violence and its aftermath.
- [x] Functions include enhancing resilience factors or reducing risk factors associated with violence.
- [ ] Works with a population at risk for violence, but the main focus is something other than violence or preventing violence.
- [ ] Functions include reaching a lot of people with information.
- [ ] No obvious relationship to preventing violence.
- [x] Functions relate to informing or setting local priorities.

Contributions Matrix

The matrix captures various ways that sectors may contribute to efforts that prevent violence. Contributions that are most common for the governance sector are circled below.

INSTRUCTIONS:

1. Read the category types and consider how the governance sector contributes to this issue in your community, city or region.
2. Check the boxes that correspond with the governance sector's current contributions.
3. Put a star in boxes where you'd like the governance sector to contribute even more.

	Provides Direct Services (upfront and in the thick)	Provides Direct Services (aftermath)	Enabling
Core	☐ A _	☐ B _	(C) _
Supplemental	☐ D _	☐ E _	☐ F _

Provides Direct Services (upfront and in the thick): Agencies and departments that provide direct services to neighborhoods, families and individuals at risk for violence or impacted by violence, before violence occurs.
Provides Direct Services (aftermath): Agencies and departments that provide direct services to neighborhoods, families and individuals, in the aftermath of violence.
Enabling: Agencies and departments whose functions and services can alter the conditions that make violence more or less likely, by controlling resources or the ability to hold others accountable.
Core: Agencies and departments whose mandate or functions are central to preventing violence.
Supplemental: Agencies and departments that could support efforts that prevent violence.

READ MORE

The City Voices and Perspectives publication series profiles efforts to prevent violence using the words of local leaders. Publications feature Denver City Councilman Paul D. Lopez and R.T. Rybak, former mayor of Minneapolis. Browse this series at www.preventioninstitute.org/unitylinks.

LEARN FROM OTHERS

Mayor R.T. Rybak, Minneapolis



Mayor R.T. Rybak

Mayor R.T. Rybak said he recognized that the city had to try a different approach to violence as he was leaving yet another funeral of a young person. "The only way that I have been able to have any sort of authentic relationship with [survivors] is to imagine that this was my own child who was killed. On some level, I had gone through the deaths of my own children multiple times," Rybak said. "I was wondering, 'What do we do next? How do we lead the community through this?'" The answer he found was prevention and the public health approach.

Mayor Rybak worked with the City Council to pass a resolution that declared youth violence a preventable public health issue and established the Youth Violence Prevention Steering Committee. This committee eventually developed Blueprint for Action, a strategic plan to prevent violence grounded in the public health approach. Updated in 2013, the plan's five goals are to:

1. Foster violence-free social environments
2. Promote positive opportunities and connections to trusted adults for all youth
3. Intervene with youth and families at the first sign of risk
4. Restore youth who have gone down the wrong path
5. Protect children and youth from violence in the community

Throughout this process, the Mayor's Office rallied diverse sectors and constituencies to prevent violence. The need to engage young people and prevent violence is a common theme in his speeches and public remarks, and his office has raised the priority, visibility and support for this issue. The Mayor and City Council allocated funds for a full-time Youth Violence Prevention Coordinator to oversee the Blueprint's implementation and ensure its continued success. The Mayor's Office also partnered with UNITY to receive additional training, and benefit from peer learning and networking opportunities, for example.

Homicides of young people have decreased by 77 percent from 2006 to 2009, and the number of youth arrested or suspected of violent crime is down by more than half. The number of violent crimes as dropped to a 28-year low, and graduation rates from Minneapolis' public high schools rose from 55 percent in 2005 to 73 percent in 2010.

(Continued on page 127)

LEARN FROM OTHERS

(Continued from page 126)

By adopting a legacy mindset, Mayor Rybak laid the groundwork for long-term success beyond the current election cycle. Effectively preventing violence requires unwavering commitment and continued investment. "When we introduced the Blueprint, we said that this was not a commitment of one year or one term of an elected official," said Rybak. "It is about a collective value system in this community that says yes, we will raise our children in peace."

Learn more by reading the Minneapolis Blueprint for Action to Prevent Youth Violence, available at www.preventioninstitute.org/unitylinks, under "Sample plans and blueprints."

DID YOU KNOW?

According to the UNITY RoadMap, the characteristics of high-level leadership for preventing violence are:

- A moral commitment
- High-level engagement and participation
- An overarching vision that brings together partners and constituencies
- Language that leads to prevention strategies
- Demands accountability
- Long-term commitment and a legacy mindset

Read the Partnerships chapter of the UNITY RoadMap for descriptions of these characteristics and about other essential elements of preventing violence. The UNITY RoadMap is available for download at www.preventioninstitute.org/unitylinks.

READ MORE

Mayor Mitch Landrieu's plenary speech at the 2013 U.S. Conference of Mayors is an example of using one's position as a platform for advancing a prevention agenda. Mayor Landrieu of New Orleans said: "Turning the tide in this is a huge challenge but it can be done. The first step is to stop the shooting. You have to stop the bleeding; you've got to stop the death first. But that's not all. We know that prevention and helping our young people and families succeed is the name of the game. Government on its best day cannot do it all. But I'll tell you what it can do. It can invest in communities so families can thrive and children can have a chance."

Watch the full speech at this web page, new.livestream.com/mayors/81stAnnualMeeting.

TRY THIS

No one sector can prevent violence on its own, and the governance sector is responsible for providing leadership and funding efforts that address violence. Here is a list of sample actions and strategies for the governance sector:

- [ ] Insist that the violence ends and make safety the priority for your city.
- [ ] Ensure a comprehensive plan to address violence exists, with a focus on prevention.
- [ ] Establish and maintain a vehicle or mechanism for coordination across sectors and with the community.
- [ ] Designate staff members responsible for overseeing efforts that address violence.
- [ ] Hold others accountable for implementing the plan to address violence and improving outcomes.
- [ ] Use the bully pulpit to reiterate that violence is preventable.
- [ ] Fund efforts to prevent violence through the budgetary process, supporting tax measures or engaging philanthropy.
- [ ] Clearly communicate with residents about proposed measures to prevent violence, and establish mechanisms for ongoing community input, dialogue and participation.

YOUR TURN

What actions do you recommend the governance sector take to help prevent violence in your city or community?

1.

2.

3.

YOUR TURN

It's your turn to identify actions that the governance sector could take to prevent community violence. Think about it in terms of: 1. Within current daily operations and service delivery, 2. Changing organizational practices, 3. Advocacy or as a spokesperson, and 4. In coordination with others. You can take ideas from the Try This box on page 128, or identify the strategies and actions you'd like the governance sector to take on to prevent violence in your city or community.

1. Within current daily operations and service delivery

2. Changing organizational practices

3. Advocacy or as a spokesperson

4. In coordination with others

PUBLIC HEALTH

A Closer Look

"Safety is a prerequisite for health. A community cannot be healthy in an environment that is not safe, and the best way to address violence is to prevent it in the first place."

—Amelia Barile-Simon, San Diego County Health and Human Services Agency

The public health sector promotes the health and well-being of the entire population and responds to health emergencies. Safety is required for communities to be healthy and vibrant, and as a leading cause of injury, disability and premature death, violence is a pressing public health issue.

The public health sector also studies the underlying determinants of health, the characteristics in people's social-cultural, physical and economic environments that powerfully influence health outcomes.[108] The fundamental drivers of violence are the same forces that perpetuate patterns of poor health—poverty, racism, lack of educational and economic opportunities, and inequities in the distribution of resources, for example. Coordinated efforts to address these conditions can improve the health and safety outcomes of a community, such as by preventing violence.

About this Sector – Collaboration Multiplier Categories

Learn more about this sector and use this information to complete a Collaboration Multiplier grid (see pages 26 and 27 in Part 2 of this guide) that includes public health sector.

- **Definition:** The public health sector improves quality of life, prevents and treats diseases and injury, and promotes healthy behaviors and environments, using contextual, experiential and research evidence.
- **Mandate:** The primary mandate of the public health sector is to monitor population health and act quickly to contain outbreaks, and to effectively respond to health emergencies. It is also responsible for preventing disease, illness and injury before they arise, such as by ensuring safe drinking water, minimizing traffic-related injuries, vaccinating against infectious agents, and preventing chronic illness, for example.
- **Sample Departments:** Biostatistics, Environmental Health, Epidemiology, Health Services and Administration, Health Policy, Maternal and Child Health, Mental and Behavioral Health (see page 217).
- **Activities:** The public health sector leads and helps coordinate efforts that prevent specific injuries and diseases, and it monitors the population's health and identifies trends by collecting, analyzing and sharing data on cases of disease and on health indicators. It also provides accessible, high-quality health services to all populations, and develops policies that keep people healthy and safe, such as those that regulate food handling and tobacco sales, for example. The public health sector conducts research, makes grants, and leverages partnerships with community groups, academia and other agencies.

- **Organizational Goals:** The goals of a public health department often vary depending on local or regional health issues. Overarching public health goals may reflect those of Healthy People 2020, i.e., to attain high-quality, longer lives free of preventable disease, disability, injury, and premature death; to achieve health equity, eliminate disparities, and improve the health of all groups; to create social and physical environments that promote good health for all; and to promote quality of life, healthy development and healthy behaviors across all life stages.[109]
- **Audience:** All residents and visitors within the jurisdiction.
- **Data:** The data collected by the public health sector include:
  - Factors that affect the size and composition of a population, such as the number of births, causes of death, prenatal care, and hospice utilization
  - Statistics on injury, violence and mental health
  - Rates of communicable diseases, immunizations, chronic diseases, and behaviors that affect health, such as seatbelt use, alcohol addiction and substance abuse
  - Environmental health, i.e., the quality of air, water and soil
  - Number of individuals and families who participate in community-based health programs, including at school-based health centers
  - Number of individuals and families who receive services, including counseling, drug treatment, surgeries and Medicaid usage
- **Desired Outcomes:** In order to justify participation in a multi-sector effort to prevent violence, departments in this sector would like to see, for example:
  - Reduced homicide, violence-related injury and re-injury, and trauma
  - Improved physical, mental and behavioral health, such as increased healthy eating and active living and decreased suicide rates, for example
  - Improved perceptions of safety
  - Decreased health disparities and inequities, such as a reduced gap in health outcomes between communities of color and Whites
  - Increased number and quality of relationships among partners, including those based in communities



READ MORE

Public Health Contributions to Preventing Violence highlights how public health adds value to any effort to address violence and complements justice approaches. This fact sheet describes how public health's unique perspective and areas of expertise could strengthen local initiatives.

This publication is part of the UNITY Making the Case series and is available for download at www.preventioninstitute.org/unity-making-the-case.



READ MORE

Read Addressing the Intersection: Preventing Violence and Promoting Healthy Eating and Active Living to learn how violence and the fear of violence are barriers to healthy eating and active living. This report includes recommendations for practitioners and advocates working to prevent chronic diseases. Download this publication at www.preventioninstitute.org/publications.

The Relationship between the Public Health Sector and Preventing Violence

Violence and fear of violence undercut many aspects of health by triggering chronic and acute stress, and by causing serious injuries and premature death. The public health sector addresses the fallout from community violence and also promotes conditions that protect against it. Listed below are some reasons the public health sector may benefit from a multi-sector approach to prevent community violence.

- **Violence injures, maims and kills people before they've lived a full life.** Homicide is a leading cause of death for youth and young adults, especially among urban residents under 35 years old. Nearly 5,000 young people ages 10 to 24 were killed in 2010,[110] and for each of these deaths, another[122] young people are treated in hospitals for assault-related injuries.[110]
- **Violence increases the risk for other poor health outcomes.** Regular exercise is good for health, for example, but people who say their neighborhood is unsafe are three times more likely to be physically inactive.[111] Their children are also four times more likely to be overweight than the children of people who report their family lives in a safe area.[112] Experiencing violence makes it more likely that people develop chronic health conditions, such as asthma and emphysema, diabetes, heart disease and stroke, ulcers, hepatitis and cancer.[113] Exposure to violence at a young age can alter a child's brain development, and youth who have been exposed to violence are at significantly higher risk for post-traumatic stress disorder, depression, substance abuse and suicide attempts.[114,115] Many people cope with the psychological fallout of violence by smoking, overeating or binge drinking—all behaviors that undermine health.
- **Violence is a health inequity.** Health inequities are differences in health outcomes that are unnecessary, avoidable, and have been produced by historic and systemic social injustices or as the unintended or indirect consequence of social policies. Some groups are more affected by violence than others, especially young people of color and people living in low-income areas. For example, Black males 15 to 19 years old are six times as likely to be homicide victims as their White peers,[116] and American Indian and Alaska Natives communities suffer from a violent crime rate that is two to three times greater than the national average.[117] Homicide rates among 10-to-24-year-old Hispanic males (20.6 per 100,000) exceed that of White males in the same age group (3.5 per 100,000)118, and Asian gangs are the fastest growing street gangs in Los Angeles County.[119,120]

- **Violence interferes with this sector achieving its mandate.** Communities cannot be healthy unless they are safe. Healthy child development requires safe, stable, nurturing environments, for example, and violence undermines health and wellness, disrupts relationships, and is toxic for communities.
- **Preventing violence would yield fiscal savings.** Preventing violence would save money – for the public health sector, for patients and for taxpayers – and it would also avoid needless pain and suffering. Treating violence-related injuries cost $5.6 billion in 2000, and medical care for every non-fatal assault that results in hospitalization costs $24,353.[121] Given that violence affects residents in low-income neighborhoods more than other groups, these costs are likely borne by hospitals and taxpayers who fund Medicaid, in addition to individual patients and their families.
- **Interrupting the cycle of violence would reduce incidents of re-injury and free up public health sector resources.** Hospital-based violence intervention programs reduce "trauma recidivism" by working intensively with injured patients and equipping them to pursue positive alternatives to violence. One in five patients under 24 years old who is hospitalized for injuries from violence become a victim of homicide, and 44 percent of these patients are later re-admitted for injuries from assault.[122] By sponsoring violence intervention programs, the public health sector can reduce subsequent injuries from retaliatory attacks, and thus reallocate staff time and other resources to advance other priorities.
- **Preventing violence has a positive multiplier effect.** Preventing violence can initiate a cascade of improved health and savings. Investing in prevention would reduce violence-related injuries and disabilities, as well as associated conditions such as chronic disease, mental illness and poor learning. This means lower health care expenditures and increased productivity, since people who would otherwise be hospitalized or incapacitated can continue to work and study. In the neighborhoods most affected by violence, preventing violence is a viable means to foster well-being, promote health equity and strengthen communities.
- **Collaborating with other sectors to prevent violence would strengthen partnerships, expand referral networks, and improve health outcomes.** The public health sector relies on partnerships with other agencies and community-based organizations to achieve its goals. Participating in a multi-sector effort would strengthen this sector's relationships to other city departments and increase its capacity to protect the public's health.

"The research suggested that viewing youth violence as a public health issue would be an approach that could save lives. The city embraced the notion that the same approaches that have been used to ensure a safe water supply, clean air, prevent mumps and measles, and increase healthy births—all things we now take for granted—could be used to prevent violence."

—Karen Kelley-Ariwoola
The Minneapolis Foundation

READ MORE

In Prevent Violence for Better Public Health, Dr. James Mercy of the Centers for Disease Control and Prevention explains how violence literally makes people sick, and he recommends prevention policies that can help.

This publication is part of the UNITY Making the Case series and is available for download at www.preventioninstitute.org/unity-making-the-case.

DID YOU KNOW?

Public health research and analysis have identified the underlying factors that increase or decrease the likelihood that violence will occur.

RESILIENCE FACTORS

Society and Community Factors

- Norms that support non-violence and alternatives to violence
- Employment and economic opportunities
- Access to mental health and substance abuse services
- Community support and connectedness
- Strong social networks
- Coordination of resources and services among community agencies
- Collective efficacy; willingness to act for the common good
- Community design that promotes safety
- Quality schools
- Opportunities for artistic and cultural expression

Relationship and Individual Factors

- Connection to a caring adult; positive relationships and attachments
- Opportunities for meaningful participation
- High expectations
- Skills in solving problems non-violently
- Connection and commitment to school

RISK FACTORS

Society and Community Factors

- Norms that support aggression toward others
- Societal inequities
- Weak health, educational, economic and social policies and laws
- Neighborhood poverty
- Diminished economic opportunities; high unemployment rates
- High alcohol outlet density
- Poor neighborhood support and lack of cohesion
- Community deterioration
- Academic failure and failure of the school system
- Residential segregation
- Incarceration and re-entry
- Media violence
- Weapons

Relationship and Individual Factors

- Poor parent-child relationships; family conflict
- Low educational achievement
- Lack of non-violent social problem-solving skills; impulsiveness and poor behavioral control
- Experiencing and witnessing violence
- Mental health problems; alcohol and substance use

YOUR TURN

Why should the public health sector participate in multi-sector efforts to prevent community violence?

1.

2.

3.

YOUR TURN

If you work in the public health sector, what would you consider to be the most important benefits of participating in a multi-sector effort to prevent community violence?

If you do not work in the public health sector, what are three arguments you might use to engage this department in a multi-sector, collaborative effort to prevent violence?

1.

2.

3.

YOUR TURN

Relationship to Violence and Preventing Violence

The following list includes some roles for various sectors to prevent violence. Roles that are most common for the public health sector are checked below.

INSTRUCTIONS: Go through this list and check any other ways the public health sector connects to this issue in your community, city or region.

- [x] Primary functions include preventing violence before it occurs.
- [x] Primary functions include dealing directly with violence and its aftermath.
- [x] Functions include enhancing resilience factors or reducing risk factors associated with violence.
- [x] Works with a population at risk for violence, but the main focus is something other than violence or preventing violence.
- [ ] Functions include reaching a lot of people with information.
- [ ] No obvious relationship to preventing violence.
- [ ] Functions relate to informing or setting local priorities.

Contributions Matrix

The matrix captures various ways that sectors may contribute to efforts that prevent violence. Contributions that are most common for the public health sector are circled below.

INSTRUCTIONS:

1. Read the category types and consider how the public health sector contributes to this issue in your community, city or region.
2. Check the boxes that correspond with the public health sector's current contributions.
3. Put a star in boxes where you'd like the public health sector to contribute even more.

	Provides Direct Services (upfront and in the thick)	Provides Direct Services (aftermath)	Enabling
Core	(A) _	(B) _	☐ C _
Supplemental	☐ D _	☐ E _	☐ F _

Provides Direct Services (upfront and in the thick): Agencies and departments that provide direct services to neighborhoods, families and individuals at risk for violence or impacted by violence, before violence occurs.
Provides Direct Services (aftermath): Agencies and departments that provide direct services to neighborhoods, families and individuals, in the aftermath of violence.
Enabling: Agencies and departments whose functions and services can alter the conditions that make violence more or less likely, by controlling resources or the ability to hold others accountable.
Core: Agencies and departments whose mandate or functions are central to preventing violence.
Supplemental: Agencies and departments that could support efforts that prevent violence.

LEARN FROM OTHERS

Violence Intervention and Prevention Initiative, Boston Public Health Commission

With support from the mayor, health commissioner and police commissioner, the Boston Public Health Commission designed the Violence Intervention and Prevention Initiative as a resident engagement strategy in the five neighborhoods with the highest rates of community gun violence.

"We're talking about resident mobilization [where] communities build a vision of what it takes to sustain peace," said Health Commissioner Barbara Ferrer. "We make sure the services and the support for that are available."

The Violence Intervention and Prevention Initiative, or VIP, funds a community-based organization in five neighborhoods to engage residents, respond to their needs, and increase community capacity to address local problems. Each coalition developed a local plan to accomplish four central goals:

- Connect all middle-school students to positive after-school and summer activities.
- Train residents to improve the neighborhood's physical structures and built environment, and work with the city to reduce the perception of chaos.
- Promote and improve access to services that improve health outcomes and build resilience.
- Develop community-wide responses to violence that change norms and reinforce that violence is not acceptable.

Recognizing the importance of coordination and staffing, the Commission requires that grant recipients hire full-time VIP Neighborhood Coordinators to staff the neighborhood coalitions, advance the residents' agenda, and bring the community together.

"The research tells us that social cohesion—the extent that neighbors know each other, are connected to their community, and the extent that neighbors working together feel a sense of power and autonomy—that those are protective factors against violence. Community mobilization can enhance social cohesion and efficacy," said Catherine Fine, director of the Commission's Division of Violence Prevention.

The Commission liaises among residents, community-based organizations and the various city agencies responsible for addressing specific neighborhood issues related to the coalitions' four goals. It also ensures that the VIP Neighborhood Coordinators have the necessary support, training and technical assistance to succeed. For example, it created mechanisms for leaders and residents across different neighborhoods could learn from each other and share ideas.

Since VIP launched in 2007, the number of violent crimes in Boston has decreased, and the National Association of County and City Health Officials named it a promising practice. The high-school graduation rate is

(Continued on page 138)

READ MORE

Violence and lack of safety are health inequities that also worsen other health disparities. Developed by Prevention Institute and the Centers for Disease Control and Prevention, "A Practitioner's Guide for Advancing Health Equity" includes a chapter on preventing violence as part of the section on active living strategies. Read the chapter at the CDC website, www.cdc.gov/healthequityguide.

READ MORE

The UNITY Fact Sheet on the Links Between Violence and Health Equity casts preventing violence and its root causes as important components of any effort to achieve health equity and create healthy communities. Download this publication at www.preventioninstitute.org/unitylinks.

LEARN FROM OTHERS

(Continued from page 137)

also the highest in history, and the drop-out rate the lowest in more than 20 years. The Commission has leveraged its success with VIP to secure several other grants to continue preventing violence.

Learn more at the VIP web page, www.bphc.org/whatwedo/violence-prevention, and read Mobilizing Boston Residents to Prevent Violence, part of the UNITY City Voices and Perspectives series. Access this publication and the series through www.preventioninstitute.org/unitylinks, and share other examples with unity@preventioninstitute.org.

DID YOU KNOW?

Public health departments are increasingly involved in city-wide efforts to prevent violence.[122]

According to the eight-year evaluation of the UNITY initiative:

- Nearly 90 percent of strategic plans to address youth violence reflected the input of the local health department.
- 91 percent of UNITY city representatives said the health department was the lead sponsor of the local coalition to address violence.
- Besides the governance sector, health departments are the most likely to sponsor a youth advisory body.

Read the other study findings in Shifting the Paradigm: UNITY's Impact on the Practice of Prevention, www.preventioninstitute.org/about-unity.

DID YOU KNOW?

44 percent of youth who are hospitalized due to violence are later re-admitted for injuries from assault.[123]

Hospital-Based Interventions

Health care providers see first-hand the consequences of violence. They can speak to the need for preventing violence and can champion the value and impact of prevention. Health care providers and clinicians can also screen for violence and intervene early to prevent violence from recurring, such as by establishing violence intervention programs.

The time that people spend in the hospital recovering from violence-inflicted wounds creates a unique opportunity to interrupt the cycle of violence. By working with survivors and their families to prevent re-injury and retaliation, trained case managers build trust and connect people to needed services. Case managers are often paraprofessionals with direct knowledge of street culture, which make them especially effective at supporting survivors in making positive life changes.

Hospitals and clinics with protocols that address violence and that intervene as a standard of care often enjoy fiscal savings from reducing re-injury among uninsured patients, and improve their reputation in the community. These programs can also improve customer service by reducing stigma and bias among hospital staff against young patients injured due to street violence. Learn more at the National Network of Hospital-Based Violence Intervention Programs website, www.nnhvip.org.

Other ways that health care providers can address violence are to:

- ☐ Screen for exposure to violence and Adverse Childhood Experiences (ACEs) as part of standard medical history interview.
- ☐ Build a robust referral network with efficient and organized processes for connecting patients who have been exposed to violence to assistance, and foster collaboration between agencies to coordinate services.
- ☐ Provide therapeutic spaces for survivors of violence to support and coach each other.
- ☐ Offer professional development opportunities for hospital staff to better address injuries from violence and prevent re-injury. One example is to host a monthly lecture series on topics such as trauma, ACEs, the Cardiff Model where hospitals share data to prevent violence, and on coping with the emotional stress of this work.
- ☐ Advocate for public health-based approaches to address violence.

READ MORE

The UNITY Fact Sheet on the Links Between Violence and Chronic Diseases describes how violence makes other health problems more likely. People won't be as active if they don't feel safe in the neighborhood park, for example, and parents may hesitate to let their children play outside or walk to school. Download this publication at www.preventioninstitute.org/unitylinks.

TRY THIS

No one sector can prevent violence on its own, and almost every sector can contribute to safety. Here is a list of sample actions and strategies for the public health sector to prevent violence:

Champion the Importance of Preventing Violence Before it Occurs

- [ ] Make the case for preventing violence, such as by sharing the possible cost-savings across various sectors. Reiterate that it is possible to prevent violence.
- [ ] Frame violence and its consequences as public health problems that the health department is helping to prevent and mitigate.
- [ ] Lift up the contributions of the health department, such as frameworks that emphasize prevention, and data and research on effective models.
- [ ] Invoke a positive vision for a safe, peaceful and healthy community in public remarks, and clearly communicate what the health department is doing to make this a reality.

Serve as a Resource for Addressing Violence using a Public Health Approach

- [ ] Assess of the community environment with an eye for changes that would promote positive, viable alternatives to violence.
- [ ] Establish a fatality review process to investigate the context for each homicide, and share findings on trends and recurring risk and resilience factors, to inform prevention efforts.
- [ ] Create a focal point for preventing violence within the health department. For example, hire and house a staff member to coordinate efforts that prevent violence.
- [ ] Develop a high-profile website as a gateway to key violence prevention information for residents.
- [ ] Train public health staff and other sectors on what it means to prevent violence before it happens. Orient partners to the public health approach to preventing violence.
- [ ] Build resident capacity and support community mobilization. Engage residents to provide input on city improvements to make neighborhoods safer. For example:
  - [ ] Create a resident leadership academy for residents to assess their environment and make recommendations to city planners and city engineers on community improvement projects. Depending on resident priorities, projects may improve lighting, complete sidewalks and make parks safer.
  - [ ] Make grants and provide responsive technical assistance in support of grassroots efforts where community members work to make their neighborhood safer.

Embed Strategies that Prevent Violence within the Health Department

- [ ] Review all departments within the public health sector to identify opportunities for embedding strategies that prevent violence and promote safety into existing initiatives and programs. For example:
  - [ ] Expand Safe Routes to School programs beyond traffic safety. Consider gang issues, graffiti and blight, alcohol density and other issues when encouraging students to walk and bike to school.
  - [ ] Engage youth in a PhotoVoice project on the connections between preventing violence and promoting healthy eating and active living.



cc Christiana Care

"You can't have health and wellness if you don't have safety."

—Barbara Jiménez
San Diego County Health and Human Services Agency

TRY THIS

(Continued on page 141)

(Continued from page 140)

- [ ] Include language in all contracts with service providers and community agencies, on deliverables that support the public health sector's safety and health efforts. "This way we make sure that not only do we have the philosophical buy-in, but that the agencies we're working with in the community are actually obligated to support the safety agenda because we're paying them to," said Lori Bays of the San Diego County Health and Human Services Agency.
- [ ] Conduct a self-assessment on the health agency's capacity to prevent violent injury, such as using the tool created by Safe States Alliance and the National Association of County and City Health Officials.
- [ ] Look at patterns in the data by race, ethnicity, income and geography, as part of standard practice.
- [ ] Prioritize activities, services and funding for populations, communities and neighborhoods considered at greatest risk for violence and other poor health outcomes.

Support Other Sectors in Integrating Strategies that Prevent Violence

- [ ] Integrate violence prevention into systems, and policy and program development, a Safety in All Policies approach (see Applying a Violence Prevention Lens, on pages 57 through 61).
- [ ] Staff coalitions and peer learning groups on issues related to violence, and bring together multiple sectors. Facilitate communities of practice, where people come together to regularly share successes and challenges, and discuss how to be more effective.
- [ ] Facilitate data sharing and utilization across departments and with other agencies, by integrating data reporting requirements and operating systems, for example.
- [ ] Adopt a place-based model where all sectors working in a particular region come together to identify common goals and agree on the issues that would benefit from collaboration.
- [ ] See Try This box on page 68 for actions that all sectors can take to prevent violence.

YOUR TURN

It's your turn to identify actions that the public health sector could take to prevent community violence. Think about it in terms of: 1. Within current daily operations and service delivery, 2. Changing organizational practices, 3. Advocacy or as a spokesperson, and 4. In coordination with others. You can take ideas from the Try This box on pages 140 and 141, or identify the strategies and actions you'd like the social services sector to take on to prevent violence in your city or community.

1. Within current daily operations and service delivery

2. Changing organizational practices

3. Advocacy or as a spokesperson

4. In coordination with others



YOUR TURN

What actions do you recommend the public health sector take to help prevent violence in your city or community?

1.

2.

3.

SOCIAL SERVICES

A Closer Look

The social services sector interrupts the cycle of violence, and responds to family violence, such as child maltreatment, intimate partner violence, and elder abuse. Experiencing violence puts individuals at higher risk for additional exposure to violence, either as victims or perpetrators, and violent incidents are often disruptive life events. This sector helps resolve the crisis and intervenes to build resilience and reduce the risk of future violence among affected individuals, families and communities.

About this Sector — Collaboration Multiplier Categories

Learn more about this sector and use this information to complete a Collaboration Multiplier grid (see pages 26 and 27 in Part 2 of this guide) that includes the social services sector.

- **Definition:** The social services sector aids and protects vulnerable populations through a wide range of services designed to improve well-being and foster self-sufficiency. This sector serves many people and their families, including children and youth, those with disabilities and other special needs, elderly individuals, veterans, immigrants and refugees.
- **Mandate:** The primary mandate of the social services sector is to promote the wellness and safety of vulnerable groups, by connecting individuals and families to comprehensive resources and solutions that empower them to be self-sufficient.
- **Sample Departments:** Children and Family Services (see page 196), Human Services (see page 207) and Mental and Behavioral Health (see page 217).
- **Activities:** The social services sector provides a broad array of services across the lifespan related to food, shelter, safety and other basic needs. This includes crisis services in response to violence; case management and intervention; unemployment support and job training; child care, child support, foster care and adoption; language interpretation and multicultural programs; independent living and adult care; temporary assistance with energy bills, clothing and diapers; and health services including family planning, mental health care and substance abuse treatment.
- **Organizational Goals:** The social services sector promotes the wellness and safety of vulnerable groups by connecting individuals and families to resources and solutions that empower them to be self-sufficient.
- **Audience:** Vulnerable groups, including children and families referred to child protective system, foster care youth, aging adults, homeless families and individuals.
- **Data:** The data collected by the social services sector includes:
  - Reports of domestic violence
  - Reports of child and elder abuse
  - Requests for services
  - Needs assessments
  - Participation in programs and events

- **Desired Outcomes:** Preventing violence has the potential to improve community relations, and burnish a department's reputation. This in turn could lead to increased advocacy power and additional funding. In order to justify participation in a multi-sector effort to prevent violence, departments in this sector would like to see, for example:
  - Decreased contact between clients and law enforcement
  - Increased school attendance for young people
  - Better health outcomes including mental and behavioral health
  - Improved parenting skills
  - Decreased violence (e.g., child abuse, family violence)

The Relationship between the Social Services Sector and Preventing Violence

Because different forms of violence are interrelated, the social services sector has a vested interest in a multi-sector approach to preventing community violence. The same conditions that increase the likelihood of community violence also increase the need for social services, so this sector would benefit from effective efforts to prevent violence. Listed below are some reasons the social services sector may benefit from a multi-sector approach to prevent community violence.

- **Violence is a reason for social services referrals.** The social services sector often gets involved in people's lives after a specific violent event, or when there is an imminent threat or risk of violence. Violence and related trauma increase the demand on this sector to provide an array of services over an extended period of time. Family violence and community violence are interrelated and therefore impacting community violence can impact family violence.
- **Violence interferes with service delivery for the social services sector.** For example:
  - Employees are not able to provide services after dark in certain neighborhoods due to safety concerns.
  - Rival gang members who seek assistance at facilities must be kept apart, and when there is inadequate staffing to ensure separation, the first gang member through the door is helped and the other is turned away.
  - Young people report that they are distracted or not attending all program sessions due to fear of being jumped by other participants in a less supervised setting.
  - Turf wars are yet another barrier for clients en route to job interviews and other appointments.

"Violence is preventable if we cover all of the angles that affect the raising of a child – the public school system, families, poverty and hopelessness. There are many youth who don't think they'll life past the age of 22 years old. They think violence is the norm, and they are acting without any concern for repercussions."

—Luis Vazquez
Cuyahoga County Office of Reentry

- **Community violence affects clients of the Social Service sector, their families and their communities.** This sector's clients tend to be those most at risk for being a victims and survivors of violence. Experiencing or witnessing violence has long-lasting physical, mental and behavioral consequences, especially for children. Trauma due to violence has debilitating effects that make it difficult to learn and focus in school, to solve problems, or develop healthy social skills and positive relationships. Effective efforts to prevent community violence would have a positive impact on clients.
- **Community violence interferes with this sector achieving its mandate.** Violence is a significant obstacle to wellness and safety, and it affects vulnerable groups more than other populations. It undermines healthy development, disrupts routines, and can act as a barrier to self-sufficiency.
- **Preventing community violence would maximize outcomes for clients.** Preventing violence in the first place would dramatically improve people's odds of succeeding in life. As community violence is reduced, this sector may have increased capacity to provide comprehensive services to those most in need, as well as to their families and communities.
- **Efforts address shared risk and resilience factors.** Many of the factors that increase or decrease the likelihood of community violence are the same factors that the social services sector addresses in its work. Participating in a multi-sector effort would enable social services to have a say in how those factors are being prioritized and addressed and foster coordination in addressing them.
- **The social services sector is concerned about core factors that contribute to the Cradle-to-Prison Pipeline, resulting in disproportionate incarceration rates for African American and Latino males.** These are also key factors that must be addressed in efforts to prevent violence.
- **Coordinating with other sectors to prevent violence would expand the social services sector's capacity to assist vulnerable communities.** Sharing the work across sectors could identify duplicative efforts, providing the opportunity to free up resources for more prevention-oriented, community-wide Social Services initiatives. The social services sector would also benefit from enhanced relationships with other sectors that interact with its clients. This creates opportunities to coordinate other activities, in addition to those designed to address violence. Many families the social services sector works with have members in the criminal justice system, for example; coordinated services with knowledge of these connections may improve outcomes for the entire family.

DID YOU KNOW?

Resilience Factors

The following resilience factors reduce the likelihood that community violence will occur, can counteract the impact of risk factors, and are factors that the social services sector touches on:

Society and Community Factors

- Employment and economic opportunities
- Access to mental health and substance abuse services
- Community support and connectedness
- Strong social networks
- Coordination of resources and services among community agencies
- Community design that promotes safety

Relationship and Individual Factors

- Connection to a caring adult; positive relationships and attachments
- Skills in solving problems non-violently

Risk Factors

The following risk factors increase the likelihood that community violence will occur and are factors that the social services sector touches on:

Society and Community Factors

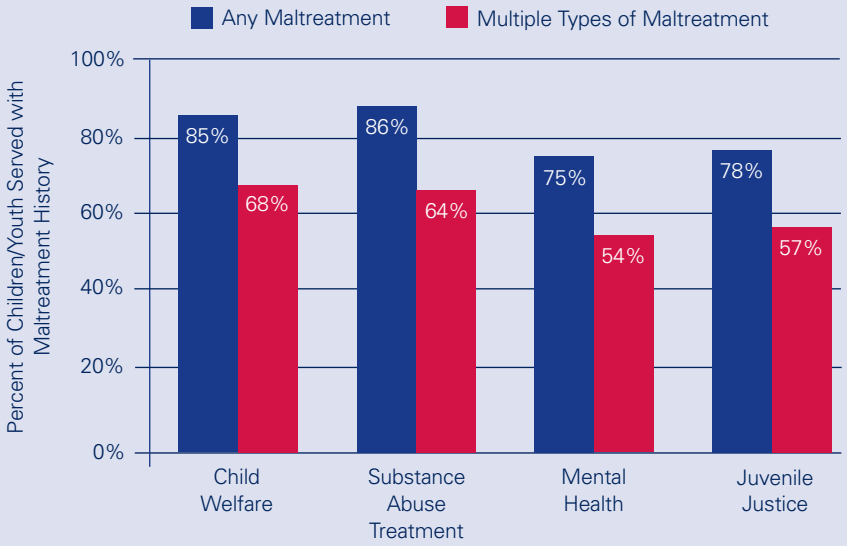
- Neighborhood poverty
- High alcohol outlet density
- Poor neighborhood support and lack of cohesion
- Residential segregation

Relationship and Individual Factors

- Poor parent-child relationships; family conflict
- Lack of non-violent social problem-solving skills; impulsiveness and poor behavioral control
- Experiencing and witnessing violence
- Mental health problems; alcohol and substance use

DID YOU KNOW?

A history of maltreatment is the norm among children and youth in many systems.[148]



Adapted from Commissioner Bryan Samuels's April 2012 presentation to the National Forum on Youth Violence Prevention.

DID YOU KNOW?

The social services sector is concerned about the same conditions that increase or reduce the likelihood of community violence, and coordinated efforts to address these conditions can help reduce the need for social services and prevent violence.

Residential Segregation

Concentrating poverty and social problems in segregated neighborhoods creates the physical and social conditions that increase the likelihood of violence.[124] Residential segregation affects the quality of neighborhoods by increasing poverty, poor housing conditions, overcrowding and social disorganization, while limiting access to quality health care and other services and institutions.[125,126] This creates inequitable conditions and clear patterns of poor health.

- Discriminatory housing and mortgage market practices persist today to restrict the housing options of low-income populations and people of color to the least desirable residential areas. This blocks upward mobility and spatial integration with Whites.[125,127]

(Continued on page 149)

DID YOU KNOW?

(Continued from page 148)

- Concentrated disadvantage (i.e., high poverty, unemployment, and crime) creates physical and social conditions that increase the likelihood that multiple forms of violence will occur.[128-130]

Poverty and Economic Opportunity

Poverty is a major risk factor for violence, particularly in areas with high concentrations of disadvantage, and economic opportunity protects against violence.[131] Neighborhoods without employment opportunities deny residents the means to earn a living wage as part of the mainstream economy, and people without access to job training, support services, and loans and investment capital may turn toward drug-dealing or other illegal activities for income.[131]

- Low-income neighborhoods suffer disproportionately high rates of street violence.[132]
- Diminished economic opportunities and unemployment are associated with perpetration of child maltreatment[133] and youth violence.[135]

Strong Social Networks

Strong neighborhood connections protect against violence, whereas a lack of social cohesion increases the likelihood of violence.[131,136] Strong social networks correspond with significantly lower rates of homicide, and alcohol and drug abuse.[137] When people know and interact positively with neighbors, they foster mutual trust and reciprocity, and the community can better maintain public order, enforce social sanctions, and validate and reinforce parents' efforts to teach young children non-violent behavior.[136,138]

- Norms that support aggression or coercion are associated with physical assaults of children[139,140] and youth violence.[141]
- Poor neighborhood support, and lack of cohesion and trust are associated with youth violence.[130]
- Community support and connectedness is protective against youth violence.[142]

"The police alone cannot deal with homeless people, the mentally ill or drug-dependent. We brought together a team with strong partnerships across all sectors to address these neighborhood problems. Preventing violence takes a different approach to helping and working with people."

—Jerry DeGrieck
Seattle Mayor's Office

YOUR TURN

Why should the social services sector participate in multi-sector efforts to prevent community violence?

1.

2.

3.

YOUR TURN

If you work in the social services sector, what would you consider to be the most important benefits of participating in a multi-sector effort to prevent community violence?

If you do not work in the social services sector, what are three arguments you might use to engage this department in a multi-sector, collaborative effort to prevent violence?

1.

2.

3.

YOUR TURN

Relationship to Violence and Preventing Violence

The following list includes some roles for various sectors to prevent violence. Roles that are most common for the social services sector are checked below.

INSTRUCTIONS: Go through this list and check any other ways the social services sector connects to this issue in your community, city or region.

- ☑ Primary functions include preventing violence before it occurs.
- ☑ Primary functions include dealing directly with violence and its aftermath.
- ☑ Functions include enhancing resilience factors or reducing risk factors associated with violence.
- ☑ Works with a population at risk for violence, but the main focus is something other than violence or preventing violence.
- ☐ Functions include reaching a lot of people with information.
- ☐ No obvious relationship to preventing violence.
- ☐ Functions relate to informing or setting local priorities.

Contributions Matrix

The matrix captures various ways that sectors may contribute to efforts that prevent violence. Contributions that are most common for the social services sector are circled below.

INSTRUCTIONS:

4. Read the category types and consider how the social services sector contributes to this issue in your community, city or region.
5. Check the boxes that correspond with the social services sector's current contributions.
6. Put a star in boxes where you'd like the social services sector to contribute even more.

	Provides Direct Services (upfront and in the thick)	Provides Direct Services (aftermath)	Enabling
Core	(A) _	☐ B _	☐ C _
Supplemental	(D) _	(E) _	☐ F _

Provides Direct Services (upfront and in the thick): Agencies and departments that provide direct services to neighborhoods, families and individuals at risk for violence or impacted by violence, before violence occurs.
Provides Direct Services (aftermath): Agencies and departments that provide direct services to neighborhoods, families and individuals, in the aftermath of violence.
Enabling: Agencies and departments whose functions and services can alter the conditions that make violence more or less likely, by controlling resources or the ability to hold others accountable.
Core: Agencies and departments whose mandate or functions are central to preventing violence.
Supplemental: Agencies and departments that could support efforts that prevent violence.

DID YOU KNOW?

Different forms of violence are interrelated.

For example:

- Youth who are bullied by their peers are more likely to also report experiencing child abuse,[143] and engaging in suicidal behavior (e.g., thoughts of suicide, suicide attempts) than their non-bullied peers.[144]
- Women and girls involved in gangs often experience physical, emotional and sexual abuse by other gang members, and are more likely to have been physically or sexually abused as children.[145,146]
- Youth exposed to community violence are more likely to report perpetrating sexual violence than those who do not report experiencing violence in their community.[147]

LEARN FROM OTHERS

Aging and Independence Services, County of San Diego

Workforce Academy for Youth prepares young people to provide for themselves when they age out of the foster care system. A program of Aging and Independence Services, Workforce Academy for Youth places young people in paid six-month internships with county government where they gain work experience and job skills.

Each young person meets regularly with an on-site job coach and is also matched with a life skills coach, someone over the age of 50 who is trained to serve as a positive role model and help resolve personal issues. The life skills coach works with the young person on developing interpersonal skills, managing personal finances, opening bank accounts, and applying for college and scholarships, for example. Many of these relationships continue after the internship ends, so the older adult and young person continue learning from each other, sharing their talents, experiences, knowledge and skills.

Research suggests that opportunities for meaningful participation, and positive attachments and relationships protect against violence. Intergenerational programs can establish positive relationships for young people who may not have enjoyed stable living situations and nurturing family ties. It also creates additional avenues for older adults to socialize and enjoy a sense of purpose, which comes with measurable health benefits. Aging and Independence Services brings together young people and older adults for mutual benefit, and it builds meaningful connections between groups that ordinarily would not relate as easily.

(Continued on page 153)

LEARN FROM OTHERS

(Continued from page 152)

"There's a lot of stigma associated with older adults and also with youth. We break down those barriers," said Diane Hunter, intergenerational coordinator. "Creating that opportunity to get to know one another is going to take away those fears. Whenever we can engage youth and older adults together, we create a safer, friendlier community, a more inclusive environment."

Learn more about San Diego County's intergeneration programs at the county web page, www.sdcounty.ca.gov/hhsa/programs/ais, and share other examples with unity@preventioninstitute.org.

TRY THIS

No one sector can prevent violence on its own, and almost every sector can contribute to safety. Here is a list of sample actions and strategies for the social services sector to prevent violence:

- ☐ Ensure that other sectors understand the impact of trauma at the individual, family and community level and help them to integrate this understanding into their own policies and practices.
- ☐ Assess clients for exposure to community violence and institute community healing and empowerment strategies to counteract the impact.
- ☐ Foster cross-age mentoring across departments and programs within the Social Service sector.
- ☐ Ensure that every client plan includes goals related to developing non-violent problem-solving skills and conflict resolution.
- ☐ Infuse fatherhood and male responsibility programs into service provision and settings with men and boys whereby men teach males about gender norms and gender roles.
- ☐ Integrate parenting skills and child development classes into the social service delivery system.
- ☐ Expand support services for new parents and families, so parenting classes and home visitation programs become community-wide affairs, emphasizing community connections and support.
- ☐ Identify the risk and resilience factors that the social services sector directly influences, and consider actions that would address these factors and decrease violence in communities (see the Did You Know? box on page 134 for a list of risk and resilience factors).
- ☐ Foster community support and connectedness by sponsoring social activities in communities with the highest concentration of caseloads and community violence. These neighborhood activities would foster trust, build skills, and bring clients together with other residents.
- ☐ Support communities to foster strong social connections and to heal from community violence while translating fear and anger into action to prevent future violence.

(Continued on page 154)

TRY THIS

(Continued from page 153)

- [ ] Prioritize the hiring of qualified people returning to the community from prison, to increase economic capital and employment opportunities. This may involve working with the justice and economic sectors to identify appropriate candidates and provide job training.
- [ ] As first responders, the social service providers are credible messengers and can be powerful champions for preventing harm in the first place. Advocate for positive community changes that will reduce community violence and support positive outcomes for clients, such as self-sufficiency and well-being including policies to:
  - [ ] Create a business improvement districts and increase employment opportunities.
  - [ ] Alter zoning codes to reduce high alcohol outlet density.
  - [ ] Ensure safe public transportation, parks and other neighborhood spaces
  - [ ] Expand insurance coverage for mental health services and substance abuse treatment, including for in the justice system
- [ ] Incorporate prevention themes and positive stories about youth in public addresses, media communications and other materials.
- [ ] Analyze your own service delivery system and identify opportunities to shift programs from "aftermath" to "in the thick" or from "in the thick" to "upfront" (see the Learn from Others box on page 13, in Part 2 of this guide). This should reduce the need for downstream services and their associated costs, and alleviate the impact of risk factors that would increase the likelihood of future violence.
- [ ] Share and coordinate social services sector data with other agencies to inform a coordinated and place-based approach to prevent family and community violence.
- [ ] Collaborate with other sectors to develop a network of city employees that can mentor social services clients, and launch an internship program for clients to gain job experience and practice life skills.
- [ ] Support the development of a multi-sector strategic plan to prevent violence. Only by working closely with other sectors can the social services sector ensure safe environments for vulnerable groups.
- [ ] Advocate for the allocation of resources to prevent violence or the re-allocation of existing resources toward this goal.
- [ ] See Try This box on page 68 for actions that all sectors can take to prevent violence.

YOUR TURN

It's your turn to identify actions that the social services sector could take to prevent community violence. Think about it in terms of: 1. Within current daily operations and service delivery, 2. Changing organizational practices, 3. Advocacy or as a spokesperson, and 4. In coordination with others. You can take ideas from the Try This box on pages 153 and 154, or identify the strategies and actions you'd like the social services sector to take on to prevent violence in your city or community.

1. Within current daily operations and service delivery

2. Changing organizational practices

3. Advocacy or as a spokesperson

4. In coordination with others



cc Vicktor Luis

YOUR TURN

What actions do you recommend the social services sector take to help prevent violence in your city or community?

1.

2.

3.

A Closer Look: Private Sectors

Business
Faith Community
News Media

BUSINESS
A Closer Look

"Community safety is our number one concern. If our employees feel unsafe coming to work, or our patrons are scared to shop in the area, we won't open a store there."

—Head of security for a major retail corporation,
Gang Violence Prevention and Crime Control Meeting, The White House

The business sector has a vested interest in the prevention of violence because violence can affect business, the ability to recruit qualified candidates, and employee productivity. The business sector brings an important set of skills not readily available in the public sector, and may also be a valuable partner in funding efforts. Businesses can also support various strategies by offering apprenticeships and internships, adopting schools, mentoring youth, and promoting neighborhood redevelopment.

About this Sector – Collaboration Multiplier Categories

Learn more about this sector and use this information to complete a Collaboration Multiplier grid (see pages 26 and 27 in Part 2 of this guide) that includes the business sector.

- **Definition:** The business sector provides goods and services, typically in exchange for money.
- **Mandate:** The primary mandate of this sector is to generate profit and to conduct business in ways that advance the interests of shareholders or the business owner, within the boundaries of law and ethics.
- **Sample Types:** Agriculture, Construction, Finance and Banking, Health Care, Manufacturing, Real Estate, Retail, and Service and Hospitality.
- **Activities:** The business sector develops, produces, markets, promotes and sells a broad range of goods and services. This often involves management and operational processes and controls to maximize value for the customer and efficiency within the company.
- **Organizational Goals:** The goals of this sector vary based on the mission and purpose of the specific business and the industry, though generating a profit often figures prominently.
- **Audience:** Employees, perspective employees, customers, perspective customers, shareholders, boards, and the general public.
- **Data:** The data collected by the business sector includes:
  - Income and expenses
  - Information about employees, including worker productivity
  - Characteristics of successful job applicants

- Perception of the location, especially as it relates to attracting commerce, customers and employees
- Research on markets and on customers
- Foot traffic or online traffic for retail businesses

- **Desired Outcomes:** To justify participation in a multi-sector effort to prevent violence, the business sector would like to see, for example:
  - Prompt action and resolution of crimes and violence that occur in areas where company conducts business
  - Reduced perceptions of crime and violence
  - Physical safety of employees and customers
  - Improved reputation as a place to do business or raise a family, as measured by property values and school ratings, for example



DID YOU KNOW?

The business sector helps foster conditions that can reduce the likelihood of community violence by providing economic opportunities, and a coordinated effort to prevent violence can help foster economic development.

Poverty and Economic Opportunity

Poverty is a major risk factor for violence, particularly in areas with high concentrations of disadvantage, and economic opportunity protects against violence.[149] Neighborhoods without employment opportunities deny residents the means to earn a living wage as part of the mainstream economy; people without access to job training, support services, and loans and investment capital may turn toward drug-dealing or other illegal activities for income.[149]

- Low-income neighborhoods suffer disproportionately high rates of street violence.[150]
- Diminished economic opportunities and unemployment are associated with perpetration of violence.[149]
- Supermarkets, often indicators of broader retail patterns in neighborhoods, are three times more prevalent in affluent, predominantly White neighborhoods than in Black and low-income neighborhoods.[151,152]
- Conventional lenders such as commercial banks and savings institutions are concentrated in outlying urban and suburban areas, while fringe bankers such as check-cashers, payday lenders and pawn shops are more highly concentrated in central-city neighborhoods.[153]

"Addressing violence will help with economic development in various corridors. Property owners see that community and youth development make for a better investment."

—Sheila Savannah
Houston Department of Health and Human Services

The Relationship between the Business Sector and Preventing Violence

The business sector has a vested interest in preventing violence because violence can affect business, the ability to recruit qualified candidates, and employee productivity. Listed below are some specific reasons the business sector may benefit from being involved in a multi-sector approach to preventing community violence.

- Violence and fear of violence interferes with business and the ability to connect with clients and customers.
- Violence and fear of violence interferes with employee productivity, employee safety, and the ability to attract employees to specific job locations.
- Reducing violence is the single most effective way to stimulate economic development in affected communities.[154,155]
- Violence inhibits economic recovery and growth in cities around the country.[156]
- Preventing violence can increase business revenue. For example:
  - By preventing violence, businesses would have greater incentive to open in neighborhoods where there are lucrative markets or a robust, untapped customer base. Actual and perceived crime rates are one of several reasons supermarkets are less common in low-income communities.[157] Neighborhood crime and the perception of crime affected the decision by major supermarket chains to abandon many inner-city locations since the 1960s.[158]
  - The cost of doing business may be higher in neighborhoods with high crime and violence. Corporations believe that "shrink"—lost revenue due to employee theft, backdoor receiving errors, and customer shoplifting—will be greater in high-violence areas. They are also required to pay higher insurance rates and find it more difficult to secure bank loans when attempting to locate in neighborhoods with more crime. Preventing violence would be one way to help lower these costs.
- The kinds of efforts that can help reduce violence can also benefit the business sector. For example, keeping young people in school and on track to graduate reduces the number of missed work days for parents who must deal with their children's behavioral problems at school, and increases the pool of qualified local employees down the road.



Eric Haynes, cc Office of Governor Deval Patrick

The Minority Business Development Agency's Business Center in Boston opened to assist businesses owned by people of color.

DID YOU KNOW?

Resilience Factors

The following resilience factors reduce the likelihood that community violence will occur, can counteract the impact of risk factors, and are factors that the business sector touches on:

Society and Community Factors

- Employment and economic opportunities
- Community design that promotes safety (e.g., business improvement districts, storefront beautification and lighting)

Relationship and Individual Factors

- Skills in solving problems non-violently

Risk Factors

The following risk factors increase the likelihood that community violence will occur and are factors that the business sector touches on:

Society and Community Factors

- High alcohol outlet density
- Community deterioration
- Neighborhood poverty
- Diminished economic opportunities; high unemployment rates

YOUR TURN

Why should the business sector support multi-sector efforts to prevent community violence?

1.

2.

3.

YOUR TURN

If you work in the business sector, what would you consider to be the most important benefits of supporting a multi-sector effort to prevent community violence?

If you do not work in the business sector, what are three arguments you might use to engage this sector in a multi-sector, collaborative effort to prevent violence?

1.

2.

3.

YOUR TURN

Relationship to Violence and Preventing Violence

The following list includes some roles for various sectors to prevent violence. Roles that are most common for the business sector are checked below.

INSTRUCTIONS: Go through this list and check any other ways the business sector connects to this issue in your community, city or region.

- [ ] Primary functions include preventing violence before it occurs.
- [ ] Primary functions include dealing directly with violence and its aftermath.
- [x] Functions include enhancing resilience factors or reducing risk factors associated with violence.
- [ ] Works with a population at risk for violence, but the main focus is something other than violence or preventing violence.
- [ ] Functions include reaching a lot of people with information.
- [ ] No obvious relationship to preventing violence.
- [ ] Functions relate to informing or setting local priorities.

Contributions Matrix

The matrix captures various ways that sectors may contribute to efforts that prevent violence. Contributions that are most common for the business sector are circled below.

INSTRUCTIONS:

1. Read the category types and consider how the business sector contributes to this issue in your community, city or region.
2. Check the boxes that correspond with the business sector's current contributions.
3. Put a star in boxes where you'd like the business sector to contribute even more.

	Provides Direct Services (upfront and in the thick)	Provides Direct Services (aftermath)	Enabling
Core	☐ A _	☐ B _	(C) _
Supplemental	(D) _	☐ E _	(F) _

Provides Direct Services (upfront and in the thick): Agencies and departments that provide direct services to neighborhoods, families and individuals at risk for violence or impacted by violence, before violence occurs.
Provides Direct Services (aftermath): Agencies and departments that provide direct services to neighborhoods, families and individuals, in the aftermath of violence.
Enabling: Agencies and departments whose functions and services can alter the conditions that make violence more or less likely, by controlling resources or the ability to hold others accountable.
Core: Agencies and departments whose mandate or functions are central to preventing violence.
Supplemental: Agencies and departments that could support efforts that prevent violence.

READ MORE

The Business Sector Action Checklist suggests actions for the business sector that contribute to preventing violence. The actions are organized using the Spectrum of Prevention as a framework. See www.preventioninstitute.org/publications.

LEARN FROM OTHERS

Picturing Peace, Minneapolis





This utility box (left) is one of many decorated with photos taken by local youth, such as 16-year-old Jerrell (right). He says this image "shows that we all come together for something we believe in."

A collaboration of the Downtown Improvement District and the Health Department's Youth Violence Prevention program, the Picturing Peace project engaged teenagers in exploring the issue of violence using the PhotoVoice method. The photos that captured a view of the community from the perspective of young people, and the images of depicting peace were used to decorate 22 frequently tagged utility boxes and inspire other community members to help create a safe neighborhood. Picturing Peace is part of a larger effort to make downtown Minneapolis a safe and welcoming place to visit, live and work.

Learn more at the Picturing Peace website, picturingpeacempls.com, and share other examples with unity@preventioninstitute.org.

TRY THIS

No one sector can prevent violence on its own, and almost every sector can contribute to safety. Here is a list of sample actions and strategies for the business sector to prevent violence:

- [ ] Establish programs that connect young people with jobs, apprenticeships, internships and other practice-learning opportunities, especially for youth who may be at risk for violence.
- [ ] Examine hiring policies and processes to ensure that qualified people returning to the community from prison are given due consideration. Work with the justice and economic sectors to identify appropriate candidates and provide job training.
- [ ] Sponsor and participate in neighborhood beautification efforts, including business improvement districts.
- [ ] Donate money to support development and implementation of local strategies to prevent violence, such as through the company's community benefit program. Establish a grant-making program to help fund efforts to prevent violence.
- [ ] Adopt a neighborhood or a local school. For example, make donations to support other meaningful activities for youth, provide student job opportunities, and link employees to place-based volunteer opportunities, including mentoring.
- [ ] Form networks and coalitions with other businesses to promote corporate policies that prevent violence in the workplace and the community. For example, provide health insurance coverage that includes access to mental health and substance abuse services, require conflict resolution training for all staff, and choose vendors that do not promote weapons or alcohol.
- [ ] Meet with elected officials to share how violence affects your employees, customers and ability to conduct business. Support policies that prevent violence, and write opinion pieces and letters to the editor on how neighborhood safety benefits the local economy.
- [ ] Establish clear policies that promote workplace safety and prevent violence.
- [ ] See Try This box on page 68 for actions that all sectors can take to prevent violence.

YOUR TURN

It's your turn to identify actions the business sector could take to prevent community violence. Think about it in terms of: 1. Within current daily operations and service delivery, 2. Changing organizational practices, 3. Advocacy or as a spokesperson, and 4. In coordination with others. You can take ideas from the Try This box on page 165, or identify the strategies and actions you'd like businesses to take on to prevent violence in your city or community.

1. Within current daily operations and service delivery

2. Changing organizational practices

3. Advocacy or as a spokesperson

4. In coordination with others

YOUR TURN

What actions do you recommend the business sector take to help prevent violence in your city or community?

1.

2.

3.

FAITH COMMUNITY

A Closer Look

"We see the impact of violence every day.
We have to bury our kids."

—Methodist minister

The faith community has a long history of addressing social issues and building momentum for positive change. Churches, temples, mosques and other places of worship are cornerstone institutions in many communities, and faith leaders are often trusted to honor local interests. Faith leaders bear witness to the despair unleashed in the wake of violence, and they bring together surviving family members and the community to heal and recover from the loss of a loved one. The faith community can be an important partner in addressing violence and can serve as a powerful moral voice calling for prevention.

About this Sector – Collaboration Multiplier Categories

Learn more about this sector and use this information to complete a Collaboration Multiplier grid (see pages 26 and 27 in Part 2 of this guide) that includes churches, temples, mosques and other faith communities.

- **Definition:** The faith community is composed of organized religious institutions and faith leaders that provide spiritual guidance, counsel and a sense ofbelonging.
- **Mandate:** The primary mandate for faith-based institutions varies and can be broad in nature. At its core, however, each faith community provides a connection to religious and spiritual teachings, and engages members in its practices and belief systems. Many also have a mandate to provide for the needy and poor, and ensure the community is robust.
- **Activities:** The faith community provides religious services and teaching, provides ritual, counsels its members, provides a venue of healing, advocates for the community and its members, maintains a meeting place, sponsors events and activities, and provides services, particularly to low-income people.
- **Organizational Goals:** The goals of the faith community vary based on the religion, denomination and leadership, though all faith institutions have a religious or spiritual component. Many also foster connections within the congregation and with the broader community.
- **Audience:** The faith community's audience includes its members and potential members, other religious institutions, the community which the religious institution serves, and those in need.
- **Data:** The data collected by faith-based institutions includes:
  - Number of funerals due to violence that faith leaders preside over or attend
  - Number of visits to hospitals and homes in the aftermath of shootings
  - Degree of trauma experienced in a congregation or community
  - Stories of loss and information on victims and survivors of violence

- **Desired Outcomes:** In order to justify participation in a multi-sector effort to prevent violence, the faith community would like to see:
  - Reduced number of funerals due to violence
  - Reduced number of incarcerated individuals from the community
  - Increased economic, education and social opportunities for its members and all people in the community it serves



DID YOU KNOW?

Activities that prevent violence are already integrated into the work of many churches and other faith-based groups.

For example, the faith community leads character development activities for children and youth, provides positive role models and mentors, teaches life skills and supports families. Many students gather at places of worship after school to participate in safe recreation in the hours before their parents return home.

These types of activities help prevent violence and are part of what churches already do. Since social justice is central to many religions, faith communities may consider violence prevention a critical aspect of their efforts to remedy injustices and address grievances.

The Relationship between the Faith Community and Preventing Violence

The faith community has a vested interest in preventing violence because violence directly affects the community and its members. Listed below are some specific reasons faith institutions may benefit from being involved in a multi-sector approach to preventing community violence.

- Faith leaders must bear witness to violence and its impact, presiding over funerals and counseling those who have lost loved ones.
- Violence can disrupt church events, such as funeral services for gang-affiliated young people.
- Faith leaders are the moral authority in many communities, and can insist on preventing violence and on the value of saving lives.
- Faith leaders are concerned about the risk factors that make violence more likely among individuals and communities, and work to address them. Violence is a symptom of much larger disparities affecting the community.

- Faith leaders are interested in promoting the community conditions and resilience factors that protect against violence. Creating the economic and social conditions that ensure health and safety, called "social determinants of health," also protect against violence. This includes beautification, creating jobs, and improving the neighborhood environment.
- Religiosity protects against violence.[159]
- Efforts to prevent violence are an extension of efforts to heal the sick.



Source: City of New Orleans Mayor's Office

In partnership with faith-based organizations, CeaseFire New Orleans uses street outreach and violence interruption to reduce shootings and killings, resolve conflict and mobilize the community.



DID YOU KNOW?

Faith-based organizations have helped fund and lead urban efforts to prevent violence.

In St. Louis, for example, the Deaconess Foundation and Incarnate Word Foundation worked with the Missouri Foundation for Health to co-chair the Regional Youth Violence Prevention Task Force.

"Out of this task force, we've talked about the role that churches can play. What would it look like if churches taking collections to help hire young people and promote youth employment?" said Robbyn Wahby of the St. Louis Mayor's Office. "As members of the clergy, ministers can take back the community, help do outreach and connect people to services."

DID YOU KNOW?

Resilience Factors

The following resilience factors reduce the likelihood that community violence will occur, can counteract the impact of risk factors, and are factors that the faith community touches on:

Society and Community Factors

- Norms that support non-violence and alternatives to violence
- Access to mental health and substance abuse services
- Community support and connectedness
- Strong social networks
- Coordination of resources and services among community agencies
- Collective efficacy; willingness to act for the common good
- Opportunities for artistic and cultural expression

Relationship and Individual Factors

- Connection to a caring adult; positive relationships and attachments
- Opportunities for meaningful participation

Risk Factors

The following risk factors increase the likelihood that community violence will occur and are factors that the faith community touches on:

Society and Community Factors

- Norms that support aggression toward others
- Societal inequities
- Neighborhood poverty
- Poor neighborhood support and lack of cohesion
- Community deterioration
- Residential segregation

Relationship and Individual Factors

- Poor parent-child relationships; family conflict
- Experiencing and witnessing violence
- Mental health problems; alcohol and substance use

YOUR TURN

Why should churches, temples, mosques and other faith communities participate in multi-sector efforts to prevent community violence?

1.

2.

3.

YOUR TURN

If you are involved with a faith community, what would you consider to be the most important benefits of participating in a multi-sector effort to prevent community violence?

If you are not involved in a faith community, what are three arguments you might use to engage this institution in a multi-sector, collaborative effort to prevent violence?

1.

2.

3.

YOUR TURN

Relationship to Violence and Preventing Violence

The following list includes some roles for various sectors to prevent violence. Roles that are most common for religious institutions are checked below.

INSTRUCTIONS: Go through this list and check any other ways churches, temples, mosques and other places of worship connect to this issue in your community, city or region.

- ☐ Primary functions include preventing violence before it occurs.
- ☑ Primary functions include dealing directly with violence and its aftermath.
- ☐ Functions include enhancing resilience factors or reducing risk factors associated with violence.
- ☑ Works with a population at risk for violence, but the main focus is something other than violence or preventing violence.
- ☑ Functions include reaching a lot of people with information.
- ☐ No obvious relationship to preventing violence.
- ☐ Functions relate to informing or setting local priorities.

Contributions Matrix

The matrix captures various ways that sectors may contribute to efforts that prevent violence. Contributions that are most common for the faith community are circled below.

INSTRUCTIONS:

1. Read the category types and consider how churches, temples, mosques and other places of worship contribute to this issue in your community, city or region.
2. Check the boxes that correspond with the faith community's current contributions.
3. Put a star in boxes where you'd like churches, temples, mosques and other places of worship to contribute even more.

	Provides Direct Services (upfront and in the thick)	Provides Direct Services (aftermath)	Enabling
Core	☐ A _	☐ B _	(C) _
Supplemental	(D) _	(E) _	☐ F _

Provides Direct Services (upfront and in the thick): Agencies and departments that provide direct services to neighborhoods, families and individuals at risk for violence or impacted by violence, before violence occurs.
Provides Direct Services (aftermath): Agencies and departments that provide direct services to neighborhoods, families and individuals, in the aftermath of violence.
Enabling: Agencies and departments whose functions and services can alter the conditions that make violence more or less likely, by controlling resources or the ability to hold others accountable.
Core: Agencies and departments whose mandate or functions are central to preventing violence.
Supplemental: Agencies and departments that could support efforts that prevent violence.

LEARN FROM OTHERS

Boston TenPoint Coalition

Comprised of Christian clergy and lay leaders, the Boston TenPoint Coalition mobilizes the community around issues affecting Black and Latino youth. Its activities include mentoring youth, creating a robust city-wide network of churches, supporting neighborhood crime watches, and improving access to health services.

Gang homicides decreased by 45 percent in the Roxbury neighborhood between 2007 to 2009, and the Boston TenPoint Coalition continues to demonstrate faith-based institutions' vital contributions to efforts that reduce violence. Named after the Ten Point Plan developed in 1992, the Boston TenPoint Coalition prevents violence and supports Black and Latino youth in leading more positive and productive lives.

Learn more at the Boston TenPoint Coalition website, www.btpc.org, and share other examples with unity@preventioninstitute.org.

LEARN FROM OTHERS

Homeboy Industries, Los Angeles

Homeboy Industries provides free services and trauma-informed programs for men and women trying to walk away from gang life and begin anew. Founded by Father Greg Boyle and his parish, Homeboy Industries uses the power of compassion to create community and a sense of hope for people outside of a gang. Homeboy Industries runs seven social enterprises that function as job-training sites and offer alternatives to violence in the Boyle Heights neighborhood. Other services include tutoring and high school equivalency test prep, life skills curriculum, case management, tattoo removal and counseling.

"With kinship as the goal, other essential things fall into place," writes Father Boyle in *Tattoos on the Heart: The Power of Boundless Compassion.* "Kinship—not serving the other, but being one with the other. I suspect that were kinship the goal, we would no longer be promoting justice—we would be celebrating it."

Learn more at the Homeboy Industries website, www.homeboyindustries.org, and share other examples with unity@preventioninstitute.org.

LEARN FROM OTHERS

Lifelines to Healing, PICO National Network

A campaign of the PICO National Network, Lifelines to Healing supports local congregations in advocating for policies that increase meaningful opportunities for youth of color. Lifelines to Healing uses a community organizing model to build capacity among local faith-based organizations to end the mass incarceration of loved ones and reduce neighborhood violence. Congregations in areas most affected by violence partner with other stakeholders and together campaign for strategies and resources to prevent violence, support young people's success, and create jobs for those returning home from prison, for example.

Learn more at the Lifelines to Healing website, www.lifelinestohealing.org, and share other examples with unity@preventioninstitute.org.

LEARN FROM OTHERS

ISAIAH Faith in Democracy, Saint Paul

ISAIAH brings together more than 100 congregations, so the faith community can more effectively promote racial and economic equity throughout the state of Minnesota. ISAIAH creates a vehicle for people of faith to collectively address pressing regional issues and promote the community conditions necessary for health and safety.

"We are working to create a Minnesota where the benefits of public infrastructure — roads, bridges, transit, residential and commercial development — are distributed equitably," according to the ISAIAH website. "ISAIAH believes in the possibility of transforming people, our public institutions and culture."

ISAIAH develops local leaders and advocates for public policies that increase opportunities for students of color and their communities. It works achieve equity in education, economic development, affordable housing, and housing, for example.

Learn more at the ISAIAH website, www.isaiahmn.org, and share other examples with unity@preventioninstitute.org.

"When you can bring people into places where they can hear stories and experience a different life trajectory than they are familiar with, it's very powerful. By the time we were done planning, the final meeting was like we had joined the same church. We were emotionally connected to each other around this idea of preventing violence."

—Gretchen Musicant
Minneapolis Department of Health and Family Support

TRY THIS

No one sector can prevent violence on its own, and almost every sector can contribute to safety. Here is a list of sample actions and strategies for the faith community to prevent violence:

- [ ] Institute a faith-based homicide response team to expand the role of faith-based organizations as appropriate. Partner with other members of the clergy and support them in counseling people at crimes scenes and in homes after incidents of violence and the loss of loved ones.
- [ ] Incorporate violence prevention themes into sermons and religious teachings to share with congregations and media.
- [ ] Support policies that create opportunities and prevent violence, such as by testifying before policymakers and advocating for additional resources for prevention.
- [ ] Write op-ed pieces and letters to the editor in support of preventing violence.
- [ ] Support candidates who are committed to preventing violence.
- [ ] Meet with elected officials to convey your concerns about community violence and to express your commitment to preventing it.
- [ ] Organize clergy-led community walks and patrols in neighborhoods highly impacted by violence.
- [ ] Provide safe after-school and recreation activities for youth, and sponsor programs that promote community involvement and responsibility.
- [ ] Create ways for young people to explore career options and learn a trade. Host workshops on construction, carpentry, graphic design, photography, cooking and computer skills, for example.
- [ ] Sign joint use agreements to open church facilities to the community when not being used for services.
- [ ] Create opportunities for youth to learn pro-social values and behaviors, and develop their character and life skills through youth development programs.
- [ ] Match parents and youth with mentors.
- [ ] Leverage the strength of the congregation to strengthen and increase social connections. Convene others who lead community initiatives and collaborate to accomplish shared goals.
- [ ] Train faith leaders and others people to mediate conflict, interrupt violence and intervene before acts of retaliation.
- [ ] Promote hate-free and violence-free zones to build awareness about these issues, and foster community norms that violence and hatred are intolerable.
- [ ] Support the development of a multi-sector strategic plan to prevent violence. Only by working closely with other sectors can the faith community ensure safe environments for vulnerable groups.
- [ ] See Try This box on page 68 for actions that all sectors can take to prevent violence.

YOUR TURN

It's your turn to identify actions the faith community could take to prevent community violence. Think about it in terms of: 1. Within current daily operations and service delivery, 2. Changing organizational practices, 3. Advocacy or as a spokesperson, and 4. In coordination with others. You can take ideas from the Try This box on page 176, or identify the strategies and actions you'd like churches, temples, mosques and other places of worship to take on to prevent violence in your city or community.

1. Within current daily operations and service delivery

2. Changing organizational practices

3. Advocacy or as a spokesperson

4. In coordination with others

LEARN FROM OTHERS

Not Even One Program, The Carter Center

In response to rising rates of youth violence in the 1980s, public health practitioners began calling for action to reduce youth homicide rates by 80 percent. Many ministers and other leaders in the faith community asked, "Why only 80 percent? What about the other 20 percent of victims?" This is the central premise of the Not Even One program, housed at The Carter Center.

Not Even One brought together representatives of public health, law enforcement, education, business, and survivors of violence. Together, these representatives used public health research methods to review firearm-related deaths of youth in their communities and identify strategies that could have prevented these deaths. Their findings were then shared with community leaders and local agencies to help prevent tragic outcomes in the future. For example, if a young person was killed between the hours of 3 and 6 p.m. and was unsupervised at the time, participants would advocate for widespread after-school programming to ensure that students were engaged in structured, supervised and enriching activities.

Learn more by reading A Report on the Crisis of Children and Families on The Carter Center website, www.cartercenter.org, and share other examples with unity@preventioninstitute.org.

YOUR TURN

What actions do you recommend the faith community take to help prevent violence in your city or community?

1.

2.

3.

NEWS MEDIA
A Closer Look

If it bleeds, it leads.

The media play a critical role in setting the public agenda and influencing what issues civic and political leaders choose to address. The media can build political will by covering violence as a preventable issue that requires a comprehensive approach. News coverage helps shape public understanding of community violence, and has a profound effect on how policymakers view the problem and potential solutions.[160]

The way news media usually portray violence reinforces the message that violence is a common and appropriate way to solve problems.[160,161] News coverage makes violence seem more common than it actually is, and young people are over-represented as perpetrators and victims of violence.[160,162] Positive stories about young people are rare, and the public harbors a distorted view of who commits crime and who experiences violence.[160] Partly because of this pattern of reporting, the public tends to overlook the larger social and economic forces that affect the likelihood of violence; the reporting makes it seem as if it is inevitable rather than preventable.[160] As a result, political leaders and the public are less likely to see the relevance of policies that effectively prevent violence.[160]

About this Sector – Collaboration Multiplier Categories

Learn more about this sector and use this information to complete a Collaboration Multiplier grid (see pages 26 and 27 in Part 2 of this guide) that includes the news media.

- **Definition:** The news media provide news, opinion and analysis on various platforms, such as through newspapers, magazines, TV, radio and the Internet.
- **Mandate:** Though all media organizations provide information to consumers, there are vast differences among them. Some are for-profit and seek to make money for owners and shareholders through advertising and subscription fees, while others are non-profit organizations supported by consumer contributions. Many try to be as objective, non-partisan and neutral as possible, though some have a particular, publicly-stated political or ideological viewpoint. Media outlets can focus on particular subjects, regions or areas, while others provide general coverage.
- **Activities:** To share accurate information on public affairs, reporters conduct research, interview experts, corroborate facts, and develop stories that a diverse audience can easily understand. Editors and producers assess story ideas and refine the presentation of the news. Graphic and web designers, digital producers and sound engineers package stories so they're appealing and appropriate for the medium, while others recruit advertisers and enroll subscribers to increase revenue.

"The news paints a distorted picture, emphasizing youth as perpetrators rather than as victims of violence; conflating race and violence; and giving short shrift to prevention. This is an important time to help policy makers and the public understand that violence is preventable, not inevitable, and that a comprehensive approach can help communities make a difference."

—Berkeley Media Studies Group, in "Moving from Them to Us

- **Organizational Goals:** The news media enable people to make more informed decisions by providing accurate information about current events and their implications, and sparking public dialogue and debate. They also serve as a government and corporate watchdog, sharing stories, providing in-depth analysis about a range of issues, and influencing public opinion and decision-makers.
- **Audience:** The general public, decision-makers, subscribers and advertisers. Some media outlets have narrower, specific populations, such as youth or certain neighborhoods.
- **Data:** The data collected by the news media include:
  - Number and characteristics of subscribers, viewers and readers
  - Circulation and reach, such as number of clicks on a story posted online
  - Popularity and resonance of issues, as measured by letters to the editor, online comments, re-posts, articles written in response, and the whether the story was picked up by other media outlets, for example
  - Reputation and credibility of media outlets, such as the number and prestige of journalism awards, and news outlet name recognition
- **Desired Outcomes:** The news media see themselves as a government and corporate watchdog. In order to maintain objectivity, the media may not partner with a multi-sector effort to prevent violence. However, by reporting the news the media may play a critical role in helping expand the public's understanding about the issue and solutions, and the issue of violence and specific stories about it are often considered newsworthy.



DID YOU KNOW?

Most media coverage about young people focuses on crime, even though most youth are not violent and are more likely to be victims than perpetrators.

- Even though only three out of 100 youth are involved in serious violence in any given year, 25 percent of all news coverage featuring a young person is violence-related.[163]
- Seven out of 10 local TV news stories on violence in California involved youth, even though young people were only 14 percent of violent arrests in 1993.[162]
- News media are more likely to cover a story if the victim is White than if a victim is Black.[162]
- People of color tend to be overrepresented as perpetrators of violence in news stories.[162]



Brianna Bigelow, cc WEBN-TV

The Relationship between the News Media and Preventing Violence

The news media cover issues important to the communities they serve, and in some cases, endeavor to influence public opinion. Here are some specific reasons the news media may be interested in covering violence prevention:

- Violence has a profound effect on communities, and resident safety is a priority issue for many consumers of news media.
- Ongoing reporting on local efforts to prevent violence promotes public accountability, so elected officials deliver on their promises.
- The news media already cover many risk and resilience factors associated with violence, and consider them newsworthy. The media could use the lens of preventing violence to connect these factors into a coherent story about community conditions, and thus help the public make sense of this complex issue.
- Reporters highlight innovation and unusual approaches—"news"—and addressing violence as a public health issue is a relatively new idea with much promise. The news media have played a critical role in helping the public understand other issues from a public health perspective, such as how drinking alcohol before driving increases the likelihood a car crash and related injuries and deaths. It can do the same for an issue like violence.
- Members of the press may live in cities affected by violence and are part of the communities that are keen to develop solutions.

READ MORE

Moving from Them to Us: Challenges in Reframing Violence Among Youth explores how youth and violence have been portrayed in the news, how the issue of race complicates depictions about youth and violence, and how public attitudes about government can inhibit public support for violence prevention.

This publication is available for download at www.preventioninstitute.org/unitylinks.



READ MORE

Resources from Berkeley Media Studies Group include Reporting on Violence: A Handbook for Journalists and its expanded second edition, and a curriculum for journalism professors to teach reporting on violence in ways that include a public health perspective. These publications are available at www.bmsg.org and enable journalists to develop data-driven stories that depict a more comprehensive picture of crime and violence.



DID YOU KNOW?

Resilience Factors

The following resilience factors reduce the likelihood that community violence will occur, can counteract the impact of risk factors, and are factors that the news media may cover as newsworthy topics or otherwise touch on:

Society and Community Factors

- Employment and economic opportunities
- Access to mental health and substance abuse services
- Collective efficacy; willingness to act for the common good
- Opportunities for artistic and cultural expression

Relationship and Individual Factors

- Opportunities for meaningful participation

Risk Factors

The following risk factors increase the likelihood that community violence will occur, and are factors that the news media may cover as newsworthy topics or otherwise touch on:

Society and Community Factors

- Norms that support aggression toward others
- Societal inequities
- Weak health, educational, economic and social policies and laws
- Neighborhood poverty
- Diminished economic opportunities; high unemployment rates
- High alcohol outlet density
- Community deterioration
- Academic failure and failure of the school system
- Residential segregation
- Incarceration and re-entry
- Media violence
- Weapons

Relationship and Individual Factors

- Mental health problems; alcohol and substance use

YOUR TURN

Why should the news media cover violence from a public health perspective, along with the law enforcement and criminal justice perspective they already use?

1.

2.

3.

YOUR TURN

If you are a member of the press, what would you consider to be the most important benefits of covering violence more accurately and thoroughly?

If you do not work in news media, what are three ideas for becoming better sources for reporters, so they can easily cover your efforts to prevent violence?

1.

2.

3.



YOUR TURN

Relationship to Violence and Preventing Violence

The following list includes some roles for various sectors to prevent violence. Roles that are most common for the news media are checked below.

INSTRUCTIONS: Go through this list and check any other ways the news media connect to this issue in your community, city or region.

- ☐ Primary functions include preventing violence before it occurs.
- ☑ Primary functions include dealing directly with violence and its aftermath.
- ☐ Functions include enhancing resilience factors or reducing risk factors associated with violence.
- ☐ Works with a population at risk for violence, though functions do not focus on addressing violence.
- ☑ Functions include reaching a lot of people with information.
- ☐ No obvious relationship to preventing violence.
- ☑ Functions relate to informing or setting local priorities.

Contributions Matrix

The matrix captures various ways that sectors may contribute to efforts that prevent violence. Contributions that are most common for the news media are circled below.

INSTRUCTIONS:

1. Read the category types and consider how the news media contribute to this issue in your community, city or region.
2. Check the boxes that correspond with the news media's current contributions.
3. Put a star in boxes where you'd like the news media to contribute even more.

	Provides Direct Services (upfront and in the thick)	Provides Direct Services (aftermath)	Enabling
Core	☐ A _	☐ B _	☐ C _
Supplemental	☐ D _	☐ E _	(F) _

Provides Direct Services (upfront and in the thick): Agencies and departments that provide direct services to neighborhoods, families and individuals at risk for violence or impacted by violence, before violence occurs.
Provides Direct Services (aftermath): Agencies and departments that provide direct services to neighborhoods, families and individuals, in the aftermath of violence.
Enabling: Agencies and departments whose functions and services can alter the conditions that make violence more or less likely, by controlling resources or the ability to hold others accountable.
Core: Agencies and departments whose mandate or functions are central to preventing violence.
Supplemental: Agencies and departments that could support efforts that prevent violence.

LEARN FROM OTHERS

Many organizations support journalists in reporting crime more accurately and build their capacity to cover violence and other issues that relate to race, class, gender, generation and geography.

The Maynard Institute, for example, trains reporters in covering diverse points of view in ways that are relevant and don't alienate audiences. In particular, its trainings promote news coverage that presents a more balanced, realistic image of Black men, instead of instilling fear of boys and men of color. Criminal Justice Journalists is a forum for working journalists to support each other in telling more accurate, high-quality criminal justice stories despite newsroom pressures. The Dart Center for Journalism and Trauma supports those reporting on traumatic events such as violence and street crime, so they develop skills to cover survivors of violence without revictimizing them.

Learn more at The Maynard Institute website, www.maynardije.org; the Criminal Justice Journalists blog, crimjj.wordpress.com; and the Dart Center website, www.dartcenter.org. Share other examples with unity@preventioninstitute.org.

READ MORE

On media advocacy for public health issues more generally, consider reading "Using Media Advocacy to Influence Policy" chapter by Lori Dorfman, in Prevention Is Primary: Strategies for Community Well-Being.

TRY THIS

No one sector can prevent violence on its own, and almost every sector can contribute to safety. Here is a list of recommendations to increase coverage of prevention efforts and reshape the policy debate.

- [ ] Develop and practice media advocacy skills to reframe violence in the news and reach policymakers.
- [ ] Create an award for journalists whose reporting reflects a complete, accurate portrayal of the circumstances surrounding violence, and clearly communicates what the community and local government are doing to prevent violence, as well as what isn't working as well.

Pitch Your Story

- [ ] Clarify your overall goals and identify what you want to achieve when contacting the news media. Take advantage of news media's role as a watchdog to put pressure on public and private sector actors to do what they say and to raise the stakes, for example.
- [ ] Learn to pitch stories persuasively and package information so reports can easily include it in their news coverage. A pitch is a 30-second description of the story, how it's unique, and how it connects with the major issues of the day. Identify collateral materials you can offer, such as data and statistics, community voices, or a unique, credible perspective.
- [ ] Balance negative news coverage by emphasizing neighborhood assets and highlighting positive stories of local young people doing well.

(Continued on page 186)

TRY THIS

(Continued from page 185)

Build Relationships

- [ ] Build relationships with reporters, producers, editors and others in news media, so they come to see you as a valued source of information and frequently come to you for input on stories related to violence and crime. Request meetings with editorial boards, and don't hesitate to contact reporters—especially when they do a good job—to build relationships with them.
- [ ] Track reporters' coverage of related issues in media outlets of interest. When a published article relates closely to your expertise and aligns with your priorities, reach out to the reporter with related materials and extend an invitation to contact you for future stories on the topic.
- [ ] Consider connecting reporters you know to other compelling sources, such as survivors of violence, community leaders, researchers, people working to prevent violence, and youth. Prepare and train these sources to speak confidently with the news media, and create opportunities for them to practice.

Prepare for Interviews

- [ ] Prepare for interviews with the news media by creating strong, brief answers to four questions: What is your issue? Why does it matter? What do you want done about it? What would you say to people who say differently? You may only have 10 to 15 seconds to make your point, so prepare an attention-getting opener.
- [ ] Violence can be a controversial topic, so anticipate likely questions, plan your responses, and practice pivoting back to your message after addressing a counter-argument.

Consider Your Language

- [ ] When speaking with news media, always connect a story's people and events to the broader context, i.e., the landscape of the problem rather than the portrait of one affected person. Discuss how violence affects entire communities and not just individuals, and emphasize that preventing violence means fixing systematic and community-wide problems. Talk about collective actions instead of personal protections as the solution to community violence.
- [ ] Encourage accurate reporting of violence and of communities affected by violence. Avoid language that triggers stereotypes with strong racial overtones, for example, and describe the community response to violence and what is working well to prevent future incidents.
- [ ] Make concrete the roles that government can play as a part of the solution. Speak about local government as a protector and problem-solver. Government is an essential partner for preventing community violence, and counter negative associations by emphasizing the shared purpose and interdependence of city government and local communities.

Get Published

- [ ] Write compelling letters to the editor and opinion articles for news media editorial pages. These should share a unique and authentic angle, since editorials that sound generic or common are less likely to be published. Letters to the editor should be concise, submitted promptly, and often respond to articles published that day.
- [ ] Monitor the media for opportunities to add your voice to the conversation. How do current events and debates connect to your issue? This may be a chance to broaden the dialogue and talk about the value of preventing violence.

(Continued on page 187)

TRY THIS

(Continued from page 186)

When you've established relationships with reporters, producers, editors and others in news media, you can encourage news outlets to consider these actions and strategies:

Broaden the Lens

- [ ] When reporting on violence, ask about the context of specific events. For example, ask whether alcohol was involved and where the weapons came from. Probe for the underlying reasons violence occurs and report these to the public.
- [ ] Describe how violence affects communities economically and emotionally. Ask and get answers to the same questions about violence as for any other disease, such as "How many people are dying or begin injured from violence? Who's looking for a cure? If this type of violence could be reduced by 25 percent, how much money would that save a community?"
- [ ] Identify violence prevention advocates who can provide story ideas and be interviewed for articles related to crime and violence. Health professionals and members of community-based organizations are among the least quoted sources in crime stories.
- [ ] Follow up on stories about violence that resonated with the audience and create a longer story arc. This helps reframe the issue as something that occurs within a community context and over time, rather than a fluke or one-time event.
- [ ] Provide training for reporters, editors and photographers to report on crime and violence as a public health issue.
- [ ] Develop criteria for advertising and consider not running ads for products increase the likelihood of injury and death from violence. Decline to run ads for alcohol, firearms and gun shows, for example, and reject ad content that depicts violence or reinforces norms that violence is common and acceptable.

Cover the Community

- [ ] Cover the development of any local multi-sector strategic plan to prevent violence and continue reporting over time to hold government and community-based organizations accountable.
- [ ] Highlight examples of what's working in the community, such as publishing stories about local youth doing well.
- [ ] Establish partnerships with ethnic media and independent press to increase coverage of local community events and issues.

Engage Youth

- [ ] Offer internships for high school reporters and young bloggers.
- [ ] Sponsor PhotoVoice projects and publish stories that include the perspectives of residents and young people.
- [ ] Solicit opinion pieces and letters to the editor from youth, and work with high school journalism programs to place high-quality stories. This way, youth are regularly represented in the news outside the context of violence.

YOUR TURN

It's your turn to identify actions that will reframe the issue of violence and further engage the news media. Think about it in terms of: 1. Incorporating violence prevention into your department's communications, 2. Building relationships with reporters and becoming a more useful source on the issue of violence, 3. Preparing others to speak with the media, so community voices are represented in the news, and 4. Prevention messages and themes to promote in coordination with others. You can take ideas from the Try This box on pages 185 and 186, or identify the strategies and actions you'd like to take on to reframe violence for your city or community.

1. Incorporating violence prevention into your communications

2. Becoming a more useful source on this issue

3. Preparing others to speak with the media

4. Prevention messages and themes to promote in coordination with others

YOUR TURN

What actions do you recommend the news media take to help prevent violence in your city or community? You can take ideas from the Try This box on page 187, or recommend other actions.

1.

2.

3.

At a Glance: Specific Departments

Animal Care and Control
Children and Family Services
Housing
Human Services
Library
Mental and Behavioral Health
Parks and Recreation
Planning and Zoning
Public Works
Superintendent of Schools
Transportation
Workforce Development

ANIMAL CARE AND CONTROL

At a Glance

More than four of five parents being treated for abusing their children also abused animals.[164]

Animal care and control ensures the health and safety of both animals and residents. These departments operate animal shelters for stray or lost animals, oversee pet adoptions and licenses, and investigate dog bites and cases of animal cruelty and neglect. Animal care and control experts also educate the community on the humane care of animals, and provide advice on animal behavior to promote responsible pet ownership.

The Relationship between Animal Care and Control and Preventing Violence

People who behave violently may abuse pets and other animals, as well as vulnerable individuals. Animals may be threatened, injured or killed as a way of controlling the people who care for them, and cruelty to animals is considered anti-social behavior.



YOUR TURN

What are three arguments you might use to engage this department in a multi-sector collaborative effort to prevent violence? Read ahead for ideas.

1.

2.

3.

YOUR TURN

Relationship to Violence and Preventing Violence

The following list includes some roles for various departments to prevent violence. Roles that are most common for the animal care and control department are checked below.

INSTRUCTIONS: Go through this list and check any other ways the animal care and control department connects to this issue in your community, city or region.

- ☐ Primary functions include preventing violence before it occurs.
- ☐ Primary functions include dealing directly with violence and its aftermath.
- ☐ Functions include enhancing resilience factors or reducing risk factors associated with violence.
- ☑ Works with a population at risk for violence, but the main focus is something other than violence or preventing violence.
- ☐ Functions include reaching a lot of people with information.
- ☐ No obvious relationship to preventing violence.
- ☐ Functions relate to informing or setting local priorities.

Contributions Matrix

The matrix captures various ways that sectors may contribute to efforts that prevent violence. Contributions that are most common for the animal care and control department are circled below.

INSTRUCTIONS:

1. Read the category types and consider how the animal care and control department contributes to this issue in your community, city or region.
2. Check the boxes that correspond with the animal care and control department's current contributions.
3. Put a star in boxes where you'd like the animal care and control department to contribute even more.

	Provides Direct Services (upfront and in the thick)	Provides Direct Services (aftermath)	Enabling
Core	☐ A _	☐ B _	☐ C _
Supplemental	☐ D _	☐ (E) _	☐ F _

Provides Direct Services (upfront and in the thick): Agencies and departments that provide direct services to neighborhoods, families and individuals at risk for violence or impacted by violence, before violence occurs.
Provides Direct Services (aftermath): Agencies and departments that provide direct services to neighborhoods, families and individuals, in the aftermath of violence.
Enabling: Agencies and departments whose functions and services can alter the conditions that make violence more or less likely, by controlling resources or the ability to hold others accountable.
Core: Agencies and departments whose mandate or functions are central to preventing violence.
Supplemental: Agencies and departments that could support efforts that prevent violence.

DID YOU KNOW?

Resilience Factors

Resilience factors reduce the likelihood that community violence will occur and counteract the impact of risk factors. The following factors are those related to the functions or interests of the animal care and control department:

Relationship and Individual Factors

- Positive relationships and attachments

Risk Factors

The following risk factors increase the likelihood that community violence will occur, and are related to the functions or interests of the animal care and control department:

Relationship and Individual Factors

- Impulsiveness and poor behavioral control

TRY THIS

No one sector can prevent violence on its own, and almost every department can contribute to safety. Here is a list of sample actions and strategies for the animal care and control department to prevent violence:

- [ ] When responding to reports of animal neglect and abuse, look for signs of domestic violence or indicators of substance abuse or mental health problems. Develop protocols with other sectors so Human Services and Health Sectors can follow up with these individuals and families.
- [ ] Sponsor therapeutic programs where children and youth who have been exposed to violence work with animals to learn empathy, trust and other pro-social skills.
- [ ] Recommend to new pet owners trainings and classes that use non-violent methods and incorporate social-emotional learning.
- [ ] Promote strong social networks by hosting regular events where pet owners in a neighborhood get to know each other.



cc Shawn Calhoun

YOUR TURN

What actions do you recommend the animal care and control department take to help prevent violence in your city or community?

CHILDREN AND FAMILY SERVICES
At A Glance

"We assist families using comprehensive care.
We're looking to decrease violence, increase school attendance,
decrease law enforcement contact—things that impact our clients."

—Pam Schaffer, Harris County Protective Services

The department of children and family services supports, protects and strengthens children and families, in partnership with the community. It ensures safety, permanence and stability for children, and promotes family well-being.

The Relationship between Children and Family Services and Preventing Violence



YOUR TURN

What are three arguments you might use to engage this department in a multi-sector collaborative effort to prevent violence? Read ahead for ideas.

1.

2.

3.

DID YOU KNOW?

Resilience Factors

Resilience factors reduce the likelihood that community violence will occur and counteract the impact of risk factors. The following factors are those related to the functions or interests of the department of children and family services:

Society and Community Factors

- Employment and economic opportunities
- Access to mental health and substance abuse services
- Community support and connectedness
- Strong social networks
- Coordination of resources and services among community agencies
- Quality schools

Relationship and Individual Factors

- Connection to a caring adult; positive relationships and attachments
- Skills in solving problems non-violently
- Connection and commitment to school

Risk Factors

The following risk factors increase the likelihood that community violence will occur, and are related to the functions or interests of the department of children and family services:

Society and Community Factors

- High alcohol outlet density
- Poor neighborhood support and lack of cohesion

Relationship and Individual Factors

- Poor parent-child relationships; family conflict
- Lack of non-violent social problem-solving skills; impulsiveness and poor behavioral control
- Experiencing and witnessing violence
- Mental health problems; alcohol and substance use

YOUR TURN

Relationship to Violence and Preventing Violence

The following list includes some roles for various departments to prevent violence. Roles that are most common for the department of children and family services are checked below.

INSTRUCTIONS: Go through this list and check any other ways the department of children and family services connects to this issue in your community, city or region.

- ☑ Primary functions include preventing violence before it occurs.
- ☑ Primary functions include dealing directly with violence and its aftermath.
- ☑ Functions include enhancing resilience factors or reducing risk factors associated with violence.
- ☑ Works with a population at risk for violence, but the main focus is something other than violence or preventing violence.
- ☐ Functions include reaching a lot of people with information.
- ☐ No obvious relationship to preventing violence.
- ☐ Functions relate to informing or setting local priorities.

Contributions Matrix

The matrix captures various ways that sectors may contribute to efforts that prevent violence. Contributions that are most common for the animal care and control department are circled below.

INSTRUCTIONS:

1. Read the category types and consider how the animal care and control department contributes to this issue in your community, city or region.
2. Check the boxes that correspond with the animal care and control department's current contributions.
3. Put a star in boxes where you'd like the animal care and control department to contribute even more.

	Provides Direct Services (upfront and in the thick)	Provides Direct Services (aftermath)	Enabling
Core	(A) _	(B) _	☐ C _
Supplemental	☐ D _	☐ E _	☐ F _

Provides Direct Services (upfront and in the thick): Agencies and departments that provide direct services to neighborhoods, families and individuals at risk for violence or impacted by violence, before violence occurs.
Provides Direct Services (aftermath): Agencies and departments that provide direct services to neighborhoods, families and individuals, in the aftermath of violence.
Enabling: Agencies and departments whose functions and services can alter the conditions that make violence more or less likely, by controlling resources or the ability to hold others accountable.
Core: Agencies and departments whose mandate or functions are central to preventing violence.
Supplemental: Agencies and departments that could support efforts that prevent violence.

TRY THIS

No one sector can prevent violence on its own, and almost every department can contribute to safety. Here is a list of sample actions and strategies for the department of children and family services to prevent violence:

- ☐ Teach effective parenting skills such as with Triple P, and expand program implementation to include the community component of this program.
- ☐ Rehabilitate the capacity of children to engage in healthy relationships with adults, and infuse an understanding of the importance of this throughout the child welfare system. This can improve outcomes and reduce the likelihood of young people transitioning from child welfare to the justice system.
- ☐ Identify families receiving social services that are also connected to the juvenile justice or justice system, and coordinate service plans and delivery with these sectors to maximize outcomes for the entire family.
- ☐ Given that many incarcerated people went through the foster care system as children, examine the overlap between the social services sector and the justice sector. By better understanding the dynamic between these two sectors and how it affects clients' lives, the social services sector is better equipped to interrupt that trajectory from foster care to prison.
- ☐ Take trauma into account when deciding placement and developing case plans, and ensure that trauma is addressed.
- ☐ Develop diagnostic systems and practices for identifying families in which child abuse, elder abuse, intimate partner violence, or involvement in community violence is occurring or may occur.
- ☐ Provide supportive services for families for whom violence is identified as a potential risk or problem. Offer counseling, therapy, case management, anger management, home visiting, and substance abuse treatment, for example.

YOUR TURN

What actions do you recommend the department of children and family services take to help prevent violence in your city or community?

HOUSING
At a Glance

The housing department works to provide high-quality, permanent and affordable housing. Stable, secure housing promotes mental well-being and feelings of safety and control,[165] while sub-standard housing can increase the risk of community violence. Residential instability is associated with emotional and behavioral problems among children,[166] and gang violence and other forms of street violence often spill over into public housing. Violence is less likely when housing and other aspects of the built environment are designed to promote a sense of community rather than fear or conflict.

About this Department

The housing department provides affordable housing, and creates opportunities for residents to become self-sufficient and contribute to their communities. It meets the housing needs of vulnerable populations, such as homeless people, veterans, older adults, people with disabilities, and low-income residents. It also ensures there is adequate affordable housing to meet future workforce needs, based on growth projections.

- **Activities:** The housing department preserves aging housing stock, maintains public housing properties, and provides federally-subsidized rental vouchers for low-income households. It facilitates homeownership for qualified tenants, and helps families support themselves without other forms of public assistance. To solve neighborhood problems, the housing department partners with other city agencies, residents and community organizations. For example, public housing projects are often hubs for coordinated support services, such as job readiness, recreation and education programs.

- **Data:** The housing department collects data on the total number of housing units and percent occupied by owners or renters; homeownership rates and sale prices; foreclosures and the number of foreclosures the department helped prevent; rental licenses and enforcement, and rental vacancy rates; median amount renters and homeowners spend on housing, including as a percent of income; city investment in affordable housing; the number of vacant and boarded buildings; housing rehabilitations and demolitions; housing inspections and nuisance assessments, including number and type of violations and percent resolved; and delivery of services, such as assisting tenants and landlords preserve tenancy.



cc Michelle Mockbee

The Relationship between Housing and Preventing Violence

DID YOU KNOW?

Resilience Factors

Resilience factors reduce the likelihood that community violence will occur and counteract the impact of risk factors. The following factors are those related to the functions or interests of the housing department:

Society and Community Factors

- Coordination of resources and services among community agencies
- Community design that promotes safety

Risk Factors

The following risk factors increase the likelihood that community violence will occur, and are related to the functions or interests of the housing department:

Society and Community Factors

- Weak housing policies and laws
- Community deterioration
- Residential segregation

DID YOU KNOW?

The housing department is concerned about the same conditions that increase or reduce the likelihood of community violence, and coordinated efforts to address these conditions can increase access to safe, affordable housing and prevent violence.

Residential Segregation

Concentrating poverty and social problems in segregated neighborhoods creates the physical and social conditions that increase the likelihood of violence.[167] Residential segregation affects the quality of neighborhoods by increasing poverty, poor housing conditions, overcrowding and social disorganization, while limiting access to quality services and institutions.[168,169] Discriminatory housing and mortgage market practices persist today to restrict the housing options of low-income populations and people of color to the least desirable residential areas. This blocks upward mobility and spatial integration with Whites.[168,170]

Community Deterioration and the Built Environment/Community Design

Community deterioration and decisions affecting land use, housing and transportation, i.e., the built environment, affect the likelihood of violence. Appearances also shape perceptions of safety, and neighborhoods with higher levels of litter, graffiti, abandoned cars, poor housing, and other signs of disorder are associated with increased violence.[171] Sub-standard housing is more common in poor communities. Homes with severe physical problems are more likely to be occupied by Blacks (1.7 times more likely than the general population) and those with low income (2.2 times). People with low income are more likely to live in overcrowded homes.[168,172]

YOUR TURN

Relationship to Violence and Preventing Violence

The following list includes some roles for various departments to prevent violence. Roles that are most common for the housing department are checked below.

INSTRUCTIONS: Go through this list and check any other ways the housing department connects to this issue in your community, city or region.

- [ ] Primary functions include preventing violence before it occurs.
- [ ] Primary functions include dealing directly with violence and its aftermath.
- [x] Functions include enhancing resilience factors or reducing risk factors associated with violence.
- [x] Works with a population at risk for violence, but the main focus is something other than violence or preventing violence.
- [ ] Functions include reaching a lot of people with information.
- [ ] No obvious relationship to preventing violence.
- [ ] Functions relate to informing or setting local priorities.

Contributions Matrix

The matrix captures various ways that departments may contribute to efforts that prevent violence. Contributions that are most common for the housing department are circled below.

INSTRUCTIONS:

1. Read the category types and consider how the housing department contributes to this issue in your community, city or region.
2. Check the boxes that correspond with the housing department's current contributions.
3. Put a star in boxes where you'd like the housing department to contribute even more.

	Provides Direct Services (upfront and in the thick)	Provides Direct Services (aftermath)	Enabling
Core	☐ A _	☐ B _	☐ C _
Supplemental	(D) _	☐ E _	☐ F _

Provides Direct Services (upfront and in the thick): Agencies and departments that provide direct services to neighborhoods, families and individuals at risk for violence or impacted by violence, before violence occurs.
Provides Direct Services (aftermath): Agencies and departments that provide direct services to neighborhoods, families and individuals, in the aftermath of violence.
Enabling: Agencies and departments whose functions and services can alter the conditions that make violence more or less likely, by controlling resources or the ability to hold others accountable.
Core: Agencies and departments whose mandate or functions are central to preventing violence.
Supplemental: Agencies and departments that could support efforts that prevent violence.



Source: Norfolk Redevelopment and Housing Authority

YOUR TURN

What are three arguments you might use to engage this department in a multi-sector collaborative effort to prevent violence?

1.

2.

3.

LEARN FROM OTHERS

Diggs Town Public Housing Redevelopment Project
Norfolk, Virginia

Like many public housing projects, Diggs Town in Norfolk, Virginia, was built without much thought for the buildings' character and without input from its would-be residents. Diggs Town appeared bleak—row after row of little box dwellings resting on patches of uncultivated land—until a redevelopment project in 1990 transformed the neighborhood.

Urban Design Associates and the Norfolk Redevelopment and Housing Authority engaged Diggs Town residents to remake the community and address issues such as violence, unemployment and drug use. The residents were considered experts on both the housing project's assets and areas for improvement. They provided vital advice about the need for front porches, for example, as spaces for neighbors to socialize, and the process gave residents a sense of ownership and pride in their neighborhood.

Residents continue to care for community gardens and other shared spaces, and they established an integrated system for linking residents to social services that promote economic self-sufficiency. Among other positive outcomes, the changes to public housing and the surrounding environment resulted in fewer calls to police and improved public safety.

Learn more at the Norfolk Redevelopment and Housing Authority web page, www.nrha.us, and share other examples with unity@preventioninstitute.org.



Source: Urban Design Associates

TRY THIS

No one sector can prevent violence on its own, and almost every department can contribute to safety. Here is a list of sample actions and strategies for the housing department to prevent violence:

- [ ] Promote high-quality mixed-income housing developments to promote upward mobility and so homeowners and landlords live in the same neighborhoods as renters.
- [ ] Develop green space in connection with housing. Residents of buildings with access to green space have a stronger sense of community, better relationships with neighbors, decreased rates of depression, and report less violence related to domestic disputes.[173]
- [ ] Offer on-site programs, such as conflict resolution, life skills curriculum, after-school activities, and family support services, such as parenting classes and high-quality child care.
- [ ] Design buildings to promote social interactions among residents, so public housing is safe for people of all ages and backgrounds.
- [ ] Involve residents in housing design, and work with them to develop housing solutions that address their grievances.
- [ ] Consider the implications of redevelopment projects, such as on resident social networks or the displacement of people into rival gang territory, for example.
- [ ] Promote a sense a belonging by sponsoring neighborhood activities that celebrate local cultures, and coordinating a time-banking system whereby residents can barter services, for example.
- [ ] Form a neighborhood watch group using guidelines from the National Crime Prevention Council or CrimeSolutions.gov. Neighborhood watch groups mobilize residents to get to know each other and look out for one another's safety and security interests as they patrol an area or a housing unit.
- [ ] Employ people from the community, and establish internships or apprenticeships for young people to improve housing projects.

YOUR TURN

What actions do you recommend the housing department take to help prevent violence in your city or community?

HUMAN SERVICES
At a Glance

The human services department connects individuals and families to needed services and assistance that fulfill their basic needs. Often synonymous with the department of social services, the human services department provides the safety net to ensure that people are able to be safe, healthy and self-sufficient.

The Relationship between Human Services and Preventing Violence



YOUR TURN

What are three arguments you might use to engage this department in a multi-sector collaborative effort to prevent violence? Read ahead for ideas.

1.

2.

3.

DID YOU KNOW?

Resilience Factors

Resilience factors reduce the likelihood that community violence will occur and counteract the impact of risk factors. The following factors are those related to the functions or interests of the human services department:

Society and Community Factors

- Employment and economic opportunities
- Access to mental health and substance abuse services
- Community support and connectedness
- Strong social networks
- Coordination of resources and services among community agencies

Relationship and Individual Factors

- Connection to a caring adult; positive relationships and attachments
- Skills in solving problems non-violently

Risk Factors

The following risk factors increase the likelihood that community violence will occur, and are related to the functions or interests of the human services department:

Society and Community Factors

- Neighborhood poverty
- High alcohol outlet density
- Poor neighborhood support and lack of cohesion
- Residential segregation

Relationship and Individual Factors

- Poor parent-child relationships; family conflict
- Lack of non-violent social problem-solving skills; impulsiveness and poor behavioral control
- Experiencing and witnessing violence
- Mental health problems; alcohol and substance use

YOUR TURN

Relationship to Violence and Preventing Violence

The following list includes some roles for various departments to prevent violence. Roles that are most common for the human services department are checked below.

INSTRUCTIONS: Go through this list and check any other ways the human services department connects to this issue in your community, city or region.

- ☐ Primary functions include preventing violence before it occurs.
- ☐ Primary functions include dealing directly with violence and its aftermath.
- ☑ Functions include enhancing resilience factors or reducing risk factors associated with violence.
- ☐ Works with a population at risk for violence, but the main focus is something other than violence or preventing violence.
- ☐ Functions include reaching a lot of people with information.
- ☐ No obvious relationship to preventing violence.
- ☐ Functions relate to informing or setting local priorities.

Contributions Matrix

The matrix captures various ways that departments may contribute to efforts that prevent violence. Contributions that are most common for the human services department are circled below.

INSTRUCTIONS:

1. Read the category types and consider how the human services department contributes to this issue in your community, city or region.
2. Check the boxes that correspond with the human services department's current contributions.
3. Put a star in boxes where you'd like the human services department to contribute even more.

	Provides Direct Services (upfront and in the thick)	Provides Direct Services (aftermath)	Enabling
Core	(A) _	☐ B _	☐ C _
Supplemental	☐ D _	☐ E _	☐ F _

Provides Direct Services (upfront and in the thick): Agencies and departments that provide direct services to neighborhoods, families and individuals at risk for violence or impacted by violence, before violence occurs.
Provides Direct Services (aftermath): Agencies and departments that provide direct services to neighborhoods, families and individuals, in the aftermath of violence.
Enabling: Agencies and departments whose functions and services can alter the conditions that make violence more or less likely, by controlling resources or the ability to hold others accountable.
Core: Agencies and departments whose mandate or functions are central to preventing violence.
Supplemental: Agencies and departments that could support efforts that prevent violence.



cc Elvert Barnes

LEARN FROM OTHERS

Department of Human Services, City of Oakland, Calif.

Oakland voters approved a new parcel tax and surcharge on commercial parking lots in 2004 to generate approximately $19 million every year for public safety. Called Measure Y, this legislation established a stable, long-term funding stream for activities that prevent violence. The Department of Human Services manages approximately $6 million each year for an array of prevention and intervention programs—street outreach; mentoring, counseling and case management; legal and mental health services for survivors of violence; school and out-of-school programs for young people, including youth employment; restorative justice; and job training and employment for people returning from prison. Programs provide community housing, foster healthy youth development and offer wrap-around services for families affected by violence.

Measure Y has helped integrate the work of multiple sectors to address the complex factors that affect violence, including social services, non-profit organizations, police, employment, schools, justice, faith-based agencies and community members. The Department of Human Services shares demographic and needs assessment data to maximize outcomes across these sectors, and provides technical assistance to Measure Y grant recipients on evaluation, fund development, and other issues. The Department also facilitates the Oakland Gang Prevention Task Force and other multi-sector efforts that involve advocates, service providers and public agencies.

Learn more at the Oakland Unite website, www.oaklandunite.org, and share other examples with unity@preventioninstitute.org.

TRY THIS

No one sector can prevent violence on its own, and almost every department can contribute to safety. Here is a list of sample actions and strategies for the human services to prevent violence:

- [ ] Develop an array of prevention and intervention services to address community violence, including street outreach; mentoring, counseling and case management; legal and mental health services for survivors of violence; school and out-of-school programs for young people, including youth employment; restorative justice; and job training and employment for people returning from prison.
- [ ] Train caseworkers to assess for risk and resilience factors for community violence and coordinate with other agencies, departments and community groups to address them.
- [ ] Integrate conflict resolution and anger management skill development into all services.
- [ ] Promote reductions in alcohol density in low-income communities.
- [ ] Support community building in neighborhoods highly impacted by violence such as through empowering community residents in decision making and taking action, developing residential leadership, and initiating projects that involve people from the community.

YOUR TURN

What actions do you recommend that human services take to help prevent violence in your city or community?

LIBRARY
At a Glance

"Folks look to the library as a safe place. We give young people something constructive to do. If we didn't meet that need, they would be out causing mischief."

—Roosevelt Weeks, Houston Public Library

Libraries are a dynamic community spaces where residents connect to relevant information, resources and technologies. They respond to the needs and interests of the community and are places for all residents to discover and learn new things. Libraries also gather and maintain materials to document local culture and history.

The Relationship between the Library and Preventing Violence



YOUR TURN

What are three arguments you might use to engage this department in a multi-sector collaborative effort to prevent violence? Read ahead for ideas.

1.

2.

3.



DID YOU KNOW?

Resilience Factors

Resilience factors reduce the likelihood that community violence will occur and counteract the impact of risk factors. The following factors are those related to the functions or interests of libraries:

Society and Community Factors

- Community support and connectedness
- Strong social networks
- Coordination of resources and services among community agencies
- Quality schools

Relationship and Individual Factors

- Connection to a caring adult; positive relationships and attachments
- Opportunities for meaningful participation
- Connection and commitment to school

Risk Factors

The following risk factors increase the likelihood that community violence will occur, and are related to the functions or interests of libraries:

Society and Community Factors

- Poor neighborhood support and lack of cohesion
- Academic failure and failure of the school system

Relationship and Individual Factors

- Low educational achievement

"Libraries have a great mission around education. The Houston Public Library has a strong web presence where young people and their families access information. They are in a great position to help get the word out about violence prevention."

—Sheila Savannah
Houston Department of Health and Human Services

YOUR TURN

Relationship to Violence and Preventing Violence

The following list includes some roles for various departments to prevent violence. Roles that are most common for libraries are checked below.

INSTRUCTIONS: Go through this list and check any other ways libraries connect to this issue in your community, city or region.

- ☐ Primary functions include preventing violence before it occurs.
- ☐ Primary functions include dealing directly with violence and its aftermath.
- ☑ Functions include enhancing resilience factors or reducing risk factors associated with violence.
- ☐ Works with a population at risk for violence, but the main focus is something other than violence or preventing violence.
- ☐ Functions include reaching a lot of people with information.
- ☐ No obvious relationship to preventing violence.
- ☐ Functions relate to informing or setting local priorities.

Contributions Matrix

The matrix captures various ways that departments may contribute to efforts that prevent violence. Contributions that are most common for the library are circled below.

INSTRUCTIONS:

1. Read the category types and consider how the library contributes to this issue in your community, city or region.
2. Check the boxes that correspond with the library's current contributions.
3. Put a star in boxes where you'd like the library to contribute even more.

	Provides Direct Services (upfront and in the thick)	Provides Direct Services (aftermath)	Enabling
Core	☐ A _	☐ B _	☐ C _
Supplemental	(D) _	☐ E _	☐ F _

Provides Direct Services (upfront and in the thick): Agencies and departments that provide direct services to neighborhoods, families and individuals at risk for violence or impacted by violence, before violence occurs.
Provides Direct Services (aftermath): Agencies and departments that provide direct services to neighborhoods, families and individuals, in the aftermath of violence.
Enabling: Agencies and departments whose functions and services can alter the conditions that make violence more or less likely, by controlling resources or the ability to hold others accountable.
Core: Agencies and departments whose mandate or functions are central to preventing violence.
Supplemental: Agencies and departments that could support efforts that prevent violence.

LEARN FROM OTHERS

Houston Public Library, Texas

Houston Public Library uses technology to engage young people and students, such as by hosting film and photography contests for young people and celebrating Teen Tech Month. It also serves as a referral hub for the city's community and human services, and the library hosts in-person and online classes for residents that promote literacy, academic achievement and workforce readiness, for example. Residents can register for in-person classes on starting a small business or writing grants, and make appointments for career advice.

"When you have people gainfully employed, they're less likely to commit crimes. We give them the tools to get jobs that will sustain them," said Roosevelt Weeks, the deputy director of library administration. "We're changing the mindset that libraries are just about books. Literacy, job training and after-school programs–these are crime prevention tools."

Learn more at the Houston Public Library website, www.houstonlibrary.org, and share other examples with unity@preventioninstitute.org.

LEARN FROM OTHERS

Library Cards for All, Salinas, Calif.

Illiteracy and failing schools are risk factors for violence, so the Community Alliance for Safety and Peace involved the Salinas Public Library as part of its efforts. The library used to require a complete application and proof of identification for a library card to borrow books and access other resources. But then librarians decided that if their mission was to promote reading and a love of learning, then every child should have a library card and it should be easy to get one.

Librarians went to schools, explained to students how the library works, and they gave every student a library card in a special ceremony. The library also waived fines so as not to punish students while they learned how to use the system. The number of borrowed books tripled, and young people said they felt like the library was a welcoming place, a safe place where they could go after school.

Learn more at the Community Alliance for Safety and Peace website, www.future-futuro.org, and share other examples with unity@preventioninstitute.org.

TRY THIS

No one sector can prevent violence on its own, and almost every department can contribute to safety. Here is a list of sample actions and strategies for libraries to prevent violence:

- [ ] Train library staff in providing empathetic, non-judgmental and supportive customer service, and to de-escalate conflict and other potentially violent or abusive interactions between library patrons.
- [ ] Examine organizational practices and identify opportunities to increase access to library resources. This may be mean going to school campuses to issue library cards to all enrolled students, or starting a bookmobile program to reach underserved areas.
- [ ] Support library staff members so they can serve as positive role models and caring adults in the lives of young people.
- [ ] Make library facilities available to residents and community organizations as a place for meeting. mobilization and organizing.
- [ ] Make sure that those concerned about community issues such as violence are aware of resources and assets that the library can contribute, such as fulfilling information and research requests.
- [ ] Build long-term relationships with patrons.
- [ ] Actively remind civic leaders about possible roles for libraries in helping prevent violence, and be actively involved in any multi-sector coalition to promote safety.
- [ ] Invite other sectors to provide services at the library and coordinate these activities. Services available at the library may include job and entrepreneur training, parenting classes, college and career readiness activities, tutoring and literacy programs, and services for homeless residents.
- [ ] Engage community members in designing library programs.

YOUR TURN

What actions do you recommend that the library take to help prevent violence in your city or community?

MENTAL AND BEHAVIORAL HEALTH

At a Glance

Urban youth exposed to community violence develop post-traumatic stress disorder at a higher rate than U.S. soldiers returning from combat.[174,175]

The department of mental and behavioral health treats mental illness, addictions and substance abuse, works to delay the onset of mental health problems, and implements strategies to promote well-being. It helps people develop resilience so they can cope with the normal stresses of life and be productive. Experiencing or witnessing violence can undermine mental health, and traumatized individuals may further self-medicate with alcohol or drugs. This department addresses mental health problems, including depression, post-traumatic stress disorder (PTSD), anxiety disorders and substance abuse. The department of mental and behavioral health also reduces the harmful impact of substance abuse by preventing and treating drug and alcohol addiction, and supporting people as they recover.

The Relationship between Mental and Behavioral Health and Preventing Violence



YOUR TURN

What are three arguments you might use to engage this department in a multi-sector, collaborative effort to prevent violence? Read ahead for ideas.

1.

2.

3.

"We know what violence does to a community—it takes a toll on our physical and mental health, it promotes other unhealthy behaviors, and it leads people to disinvest in community. But most of all, it leaves a hole in our soul."

—Karen Kelley-Ariwoola
The Minneapolis Foundation

DID YOU KNOW?

Resilience Factors

Resilience factors reduce the likelihood that community violence will occur and counteract the impact of risk factors. The following factors are those related to the functions or interests of the department of mental and behavioral health:

Society and Community Factors

- Access to mental health and substance abuse services
- Community support and connectedness
- Strong social networks
- Coordination of resources and services among community agencies
- Opportunities for artistic and cultural expression

Relationship and Individual Factors

- Connection to a caring adult; positive relationships and attachments
- Opportunities for meaningful participation

Risk Factors

The following risk factors increase the likelihood that community violence will occur, and are related to the functions or interests of the department of mental and behavioral health:

Society and Community Factors

- Weak health, educational, economic and social policies and laws
- High alcohol outlet density
- Poor neighborhood support and lack of cohesion
- Community deterioration
- Incarceration and re-entry

Relationship and Individual Factors

- Experiencing and witnessing violence
- Mental health problems; alcohol and substance use

YOUR TURN

Relationship to Violence and Preventing Violence

The following list includes some roles for various departments to prevent violence. Roles that are most common for the department of mental and behavioral health are checked below.

INSTRUCTIONS: Go through this list and check any other ways the department of mental and behavioral health connects to this issue in your community, city or region.

- ☐ Primary functions include preventing violence before it occurs.
- ☑ Primary functions include dealing directly with violence and its aftermath.
- ☑ Functions include enhancing resilience factors or reducing risk factors associated with violence.
- ☐ Works with a population at risk for violence, but the main focus is something other than violence or preventing violence.
- ☐ Functions include reaching a lot of people with information.
- ☐ No obvious relationship to preventing violence.
- ☐ Functions relate to informing or setting local priorities.

Contributions Matrix

The matrix captures various ways that departments may contribute to efforts that prevent violence. Contributions that are most common for the department of mental and behavioral health are circled below.

INSTRUCTIONS:

1. Read the category types and consider how the department of mental and behavioral health contributes to this issue in your community, city or region.
2. Check the boxes that correspond with the department of mental and behavioral health's current contributions.
3. Put a star in boxes where you'd like the department of mental and behavioral health to contribute even more.

	Provides Direct Services (upfront and in the thick)	Provides Direct Services (aftermath)	Enabling
Core	(A) _	(B) _	☐ C _
Supplemental	☐ D _	☐ E _	☐ F _

Provides Direct Services (upfront and in the thick): Agencies and departments that provide direct services to neighborhoods, families and individuals at risk for violence or impacted by violence, before violence occurs.
Provides Direct Services (aftermath): Agencies and departments that provide direct services to neighborhoods, families and individuals, in the aftermath of violence.
Enabling: Agencies and departments whose functions and services can alter the conditions that make violence more or less likely, by controlling resources or the ability to hold others accountable.
Core: Agencies and departments whose mandate or functions are central to preventing violence.
Supplemental: Agencies and departments that could support efforts that prevent violence.

READ MORE

Violence has far-reaching consequences for young people, families and neighborhoods, beyond serious physical injury and death. UNITY Fact Sheet on the Links between Violence and Mental Health for how violence can undermine mental health.

This publication is available for download at www.preventioninstitute.org/unitylinks.

DID YOU KNOW?

Experiencing violence, exposure to violence and fear of violence have known emotional and mental health consequences.

These consequences are often life-long, require extensive treatment, and can, in turn, affect physical health as well as bring stress and consequences to others. It is generally accepted that there are emotional implications for those who are directly victimized by violence. Those who witness violence, as well as those who fear violence in their community, suffer emotional and mental health consequences too.

- Youth with past exposure to interpersonal violence (as a victim or witness) have significantly higher risk for PTSD, major depressive episodes, and substance abuse/dependence.[174]
- 77 percent of children exposed to a school shooting and 35 percent of urban youth exposed to community violence develop PTSD as compared to 20 percent of soldiers deployed to combat areas in the last six years[174,175]
- Teenagers who witness a stabbing are three times more likely to report suicide attempts; those who witness a shooting are twice as likely to report alcohol abuse[176]

The following mental health conditions are significantly more common among those exposed to violence either directly or indirectly that those who are not:

- Multiple mental health conditions[177-181]
- Depression and risk for suicide[174,176,179,182-184]
- Post-Traumatic Stress Disorder, PTSD[174,182,184]
- Aggressive or violent behavior disorders[179,182,184,185]



cc Bill Frazzetto

DID YOU KNOW?

Building community resilience protects against trauma.

There is growing recognition of the need to address trauma at a community level. In addition to treating trauma one person at a time, communities need mechanisms and resources for positive and regular collective action and participation around preventing violence. Trauma and violence are mutually-reinforcing and cyclical; this approach emphasizes healing as well as fostering resilience that protects against violence. Strategies include:

- Restorative justice
- Healing circles
- Reclaiming and improving public spaces
- Shifting community social norms
- Enhancing social connections and networks
- Building intergenerational connections and networks
- Organizing and promoting regular positive community activities
- Providing more of a voice and element of power for residents around shifting and changing environmental factors as well as the structural factors that affect the likelihood of violence.

READ MORE

In many neighborhoods across the U.S., entire communities experience traumatizing events and conditions. Based on research by UCSF Professor Howard Pinderhughes, Addressing and Preventing Trauma at the Community Level explores this issue and what can be done about it.

This publication is available for download at www.preventioninstitute.org/unitylinks.

LEARN FROM OTHERS

Behavioral Health and Recovery Services, San Mateo County, Calif.

When the San Mateo County Health System's Behavioral Health and Recovery Services (BHRS) began developing a prevention framework for mental health and substance abuse, it discovered a close link between exposure to violence, and future mental health and substance abuse problems. Adults receiving mental health services described how their experiences of violence and trauma contributed to their current diagnoses.

Because of this finding, the BHRS prevention framework included a strategy for reducing children's exposure to violence and providing intensive family support services, such as parenting classes. The strategy called for strengthening positive social-emotional development, enhancing social connections, and reducing isolation to discourage substance abuse and promote emotional health and psychological well-being.

BHRS's framework was designed to expand the field's current focus on treatment to include prevention strategies that could reduce the number of people in need of services. By examining the underlying contributors to addiction and mental health problems, BHRS developed a framework for promoting behavioral health and community well-being in the first place, through sound policies, organizational practices and partnerships.

Learn more by reading A Primary Prevention Framework for Substance Abuse and Mental Health, www.preventioninstitute.org/publications, and share other examples with unity@preventioninstitute.org.

TRY THIS

No one sector can prevent violence on its own, and almost every department can contribute to safety. Here is a list of sample actions and strategies for the department of mental and behavioral health to prevent violence:

- ☐ Coordinate efforts to address trauma in children, youth and families across key agencies (mental health, social services, justice, public health and education).
- ☐ Develop joint guidance on recognizing and addressing trauma and develop an integrated "first-stop" website to serve as a gateway for information about trauma and how to address it.
- ☐ Establish prevention recommendations, such as developing guidance on community and housing design to address preventable mental health problems (e.g., some forms of depression, anxiety and trauma).
- ☐ Provide appropriate mental health and case management services to children and youth who have been traumatized, particularly through witnessing or experiencing violence.

(Continued on page 223)

TRY THIS

(Continued from page 222)

- [ ] Support communities to foster strong social connections and to heal from community violence while translating fear and anger into action to prevent future violence.
- [ ] Promote widespread understanding of the impact of trauma, including chronic and persistent trauma, and train other sectors and disciplines to recognize and address trauma.
- [ ] Develop models and strategies for addressing community-wide trauma from chronic and persistent exposure to violence and other stressors.
- [ ] Promote the importance of and strategies to foster protective factors, psychological strengths and a sense of resilience among young people by the adults, parents and providers around them — even immediately — to prevent many mental and emotional issues before they arise, such as through youth/young adults having connections with non-judgmental, interested adults in their lives (mentors, coaches, teachers, grandparents and other non-parental family); access to physical releases for stress – exercising, working out, playing basketball, playing with your kids, dancing at the club; connections to friends, siblings and peers who have a positive outlook; and a strong community safety net and support system.
- [ ] Foster community-level resilience-building strategies to be protective against trauma and the impact of violence.
- [ ] Reduce stigma around mental health issues.
- [ ] Demonstrate a commitment to peer education and intervention.
- [ ] Share wrap-around models of care, concepts of cultural competency and cultural humility.

YOUR TURN

What actions do you recommend the department of mental and behavioral health take to help prevent violence in your city or community?

PARKS AND RECREATION

At a Glance

"We have a wonderful gym in the park, but kids don't use it because they're afraid of the park."

—Community Practitioner

Parks and recreation departments wield enormous influence over the look and feel of neighborhoods. They promote stewardship of the natural environment, and enhance health and well-being by promoting exercise and leisure; maintaining clean, safe and accessible quality facilities; and offering meaningful activities and enriching community events for residents of all ages.

The Relationship between Parks and Recreation and Preventing Violence



YOUR TURN

What are three arguments you might use to engage this department in a multi-sector collaborative effort to prevent violence? Read ahead for ideas.

1.

2.

3.



Source: Playworks Detroit

DID YOU KNOW?

Resilience Factors

Resilience factors reduce the likelihood that community violence will occur and counteract the impact of risk factors. The following factors are those related to the functions or interests of the parks and recreation department:

Society and Community Factors

- Community support and connectedness
- Strong social networks
- Coordination of resources and services among community agencies
- Community design that promotes safety
- Opportunities for artistic and cultural expression

Relationship and Individual Factors

- Connection to a caring adult; positive relationships and attachments
- Opportunities for meaningful participation

Risk Factors

The following risk factors increase the likelihood that community violence will occur, and are related to the functions or interests of the parks and recreation department:

Society and Community Factors

- Poor neighborhood support and lack of cohesion

"We know in Newark and in cities all across America that there are families that don't let their children play because there are no safe places to play, no green spaces to play. They want to keep their kids in the house for the basic human need of security."

—Mayor Cory Booker
Newark, N.J.

YOUR TURN

Relationship to Violence and Preventing Violence

The following list includes some roles for various departments to prevent violence. Roles that are most common for the parks and recreation department are checked below.

INSTRUCTIONS: Go through this list and check any other ways the parks and recreation department connects to this issue in your community, city or region.

- ☐ Primary functions include preventing violence before it occurs.
- ☐ Primary functions include dealing directly with violence and its aftermath.
- ☑ Functions include enhancing resilience factors or reducing risk factors associated with violence.
- ☐ Works with a population at risk for violence, but the main focus is something other than violence or preventing violence.
- ☐ Functions include reaching a lot of people with information.
- ☐ No obvious relationship to preventing violence.
- ☐ Functions relate to informing or setting local priorities.

Contributions Matrix

The matrix captures various ways that departments may contribute to efforts that prevent violence. Contributions that are most common for the parks and recreation department are circled below.

INSTRUCTIONS:

1. Read the category types and consider how the parks and recreation department contributes to this issue in your community, city or region.
2. Check the boxes that correspond with the parks and recreation department's current contributions.
3. Put a star in boxes where you'd like the parks and recreation department to contribute even more.

	Provides Direct Services (upfront and in the thick)	Provides Direct Services (aftermath)	Enabling
Core	(A) _	☐ B _	☐ C _
Supplemental	(D) _	☐ E _	☐ F _

Provides Direct Services (upfront and in the thick): Agencies and departments that provide direct services to neighborhoods, families and individuals at risk for violence or impacted by violence, before violence occurs.
Provides Direct Services (aftermath): Agencies and departments that provide direct services to neighborhoods, families and individuals, in the aftermath of violence.
Enabling: Agencies and departments whose functions and services can alter the conditions that make violence more or less likely, by controlling resources or the ability to hold others accountable.
Core: Agencies and departments whose mandate or functions are central to preventing violence.
Supplemental: Agencies and departments that could support efforts that prevent violence.

DID YOU KNOW?

Violence makes it less likely people will be active, whereas recreation and activity programs can be part of a violence reduction strategy.

People who described their neighborhood as not at all safe were nearly three times more likely to be physically inactive than those describing their neighborhood as extremely safe.[186] Exposure to violence reduces optimism, increases anxiety and has other emotional consequences affecting motivation for healthy living and activity.[187-191]

Offering round-the-clock programs in neighborhood parks and gyms can reduce violence. In 2010, gang homicides near the Los Angeles parks that stayed open past midnight dropped by 57 percent, due to the Summer Night Lights program.[192] Learn more at the GRYD Foundation website, www.grydfoundation.org.

LEARN FROM OTHERS

Seattle Department Parks and Recreation

As part of its effort to connect young people to needed resources, the Seattle Youth Violence Prevention Initiative (SYVPI) partnered with the Seattle Department of Parks and Recreation. Middle and high school students participating in SYVPI have priority access to recreation and cultural activities, and to programs that promote work readiness and environmental stewardship.

The Seattle Department of Parks and Recreation also expanded hours in the three SYVPI priority neighborhoods and developed new programs in partnership with young people, so the programs reflect youth's ideas, interests and leadership. For example, the Late Night program keeps community centers and Teen Life Centers open until midnight on Friday and Saturday nights, so teens have safe places to hang out.

Learn more at the Seattle Youth Violence Prevention Initiative website, www.safeyouthseattle.org, or by reading Seattle Youth Violence Prevention Initiative, part of the City Voices and Perspectives publication series, at www.preventioninstitute.org/unitylinks. Share other examples with unity@preventioninstitute.org.

"[Parks and public space] provide places to exercise. They are community forums for formal and informal interactions. They are also an important catalyst … breathing life into neighborhoods."

—PlaNYC 2030



Carlos Solorio, cc Media Arts Center San Diego

Teens learn video production as a tool for self-expression and community change.

LEARN FROM OTHERS

Parks, Recreation and Neighborhood Services, San José, Calif.

The City of San José saw a 62-percent reduction in gang-related homicides from 2007 to 2011 and is considered one of the safest big cities in the U.S. because of a long-term commitment to preventing gang violence. More students graduated from high school and were eligible for admission to the state university systems in recent years, and juvenile hall admissions dropped by nearly 60 percent between 1996 and 2007.

Part of this success is due to the leadership of the San José Department of Parks, Recreation and Neighborhood Services (PRNS), which staffs the Mayor's Gang Prevention Task Force. Given its history of bringing together diverse groups and its expertise in creating safe places to play, PRNS was able to identify common ground, facilitate connections across different agencies and with the community, and help ensure accountability. "No one can do this alone. It's all about building personal relationships," PRNS Superintendent Mario Maciel said.

San José PRNS shapes the Task Force's strategic direction and develops effective programs to prevent, intervene and respond to violence. It makes grants to dozens of local groups to implement the strategic plan, which is updated every three years to reflect community priorities, address emerging trends and to meet local needs.

These close ties to residents have contributed to the Task Force's longevity; the Mayor's Gang Prevention Task Force has enjoyed continuous support from the city's three mayors over the last 22 years.

Learn more at the Mayor's Gang Prevention Task Force web page, www.sanjoseca.gov, and share other examples with unity@preventioninstitute.org.

TRY THIS

No one sector can prevent violence on its own, and almost every department can contribute to safety. Here is a list of sample actions and strategies for the parks and recreation department to prevent violence:

- [ ] Clean up and restore parks and pools, and create safe, appealing public gathering places, including those specially designed for youth. Ensure that these spaces are well- maintained with good lighting, complete sidewalks, and other considerations for safe passage.
- [ ] Establish an initiative similar to Summer Night Lights, whereby members of all ages can enjoy time together in the park during summer months.
- [ ] Welcome street outreach and violence interruption workers in parks.
- [ ] Train coaches, camp counselors and recreation center staff in non-violent problem-solving skills and conflict resolution, and on imparting these skills to young people. Parks and Recreation staff can teach and model practical skills for social interactions, and identify and leverage real-life teaching moments.
- [ ] Embed cross-generational mentoring within parks and recreation programming.
- [ ] Sponsor neighborhood-specific activity groups to encourage residents to build ties, including across generations. This may include walking and running clubs, TimeBanks where people exchange their time and talents, or incentives for two or more households to jointly tend a community garden plot.
- [ ] Design parks as community resources that reflect the local cultural heritage, and make facilities available as venues for other sectors, such as the Social Services and Economic Sectors, to provide services to residents.
- [ ] When planning for the future, prioritize neighborhoods with the greatest need for open space, where parks will have the greatest impact. For example, New York City's vision for 2030 includes as a priority goal "Ensure all New Yorkers live within a 10-minute walk of a park."

YOUR TURN

What actions do you recommend the parks and recreation department take to help prevent violence in your city or community?

PLANNING AND ZONING
At a Glance

"[Preventing violence] is about putting ordinances in place to keep liquor stores away from schools. It's about having enough park space, recreation centers kept open for young people… It's looking at zoning on a municipal and county level."

—Councilman Paul López, City and County of Denver

The planning and zoning department fundamentally shapes the layout and look of a city, by making decisions about how land is used and which structures are built where. Violence and fear of violence alters people's use of public spaces, and community design can improve perceptions and reduce crime and violence. Violence is less likely when city environments are designed to be safe for public use and promote a sense of security rather than fear.

About this Department

The planning and zoning department designs the physical environment of the city and its structures, so that all spaces are used as intended and for the maximum benefit of the public. It considers patterns of land use, such as where to build housing, create parks and open space, and which types of businesses operate on which blocks, for example. It works to preserve the distinctive character of neighborhoods while also meeting the future needs of residents by planning new developments. Sound urban planning and good design promote safety and quality of life for all residents.

- **Activities:** The planning and zoning department approves land development and use, inspects sites and reviews all proposals for new construction and renovation, from home additions to commercial properties to public development projects. It processes applications and issue permits for land use and buildings, such as historic property designations; creates and amends municipal and zoning codes, including liquor ordinances; and conducts impact assessments, i.e., studies on how projects may affect future growth, the local economy, quality of life, the environment, and other considerations. This department hosts public hearings to gather input on projects and to better understand residents' priorities and needs. The planning and zoning department is also responsible for writing comprehensive master plans. Developments typically align with the master or general plan, which describes a long-range vision for the city and lays out how to achieve priority goals and measure progress.
- **Data:** The planning and zoning department oversees data on all permitted uses of land. This may include regulations for allowed activities on particular lots and their density, for example, or for structural characteristics like height of the building and its location on the lot. This department also creates detailed maps on current and future land uses, by overlaying zoning codes and city ordinances onto corresponding geographic areas. It also considers quality-of-life indicators and related Census data, and takes into account local history and the effects of historic land use.

The Relationship between Planning and Zoning and Preventing Violence



DID YOU KNOW?

Resilience Factors

Resilience factors reduce the likelihood that community violence will occur and counteract the impact of risk factors. The following factors are those related to the functions or interests of the planning and zoning department:

Society and Community Factors

- Community design that promotes safety

Relationship and Individual Factors

- Opportunities for meaningful participation

Risk Factors

The following risk factors increase the likelihood that community violence will occur, and are related to the functions or interests of the planning and zoning department:

Society and Community Factors

- High alcohol outlet density
- Community deterioration



DID YOU KNOW?

The planning and zoning department is concerned about the same conditions that increase or reduce the likelihood of community violence, and coordinated efforts to address these conditions can promote usable spaces and prevent violence.

Built Environment and Community Design

The built environment affects the likelihood of violence. Appearances shape perceptions of safety, and neighborhoods with higher levels of litter, graffiti, abandoned cars, poor housing, and other signs of disorder are associated with increased violence.[193] The presence of quality schools, health and mental health facilities, libraries, recreational centers and parks may buffer against the likelihood of violence.[194]

(Continued on page 232)

"We are collaborating with various planning entities to improve lighting and improve safety, so that people can be out and about, can get to know each other, look out for each other, and not be afraid to be out on the streets after dark."

—Lori Bays
San Diego County Health and Human Services Agency



cc walterrrr

Boys hang out at the El Sereno parklet in Los Angeles. For more on parklets, read the Learn from Others box on pages 234 and 235.

DID YOU KNOW?

(Continued from page 231)

- Cuts in government spending affect poor neighborhoods more than affluent neighborhoods. The disinvestment of economic resources in poor neighborhoods has contributed to a decline in the urban infrastructure and physical environment in these communities.[195]
- Poor neighborhoods that are predominately low-income and African American have higher numbers of abandoned buildings and grounds, and inadequate city services and amenities.[195]
- Neighborhoods with predominately Black residents in North Carolina, New York and Maryland were three times more likely to lack recreational facilities compared to predominantly White neighborhoods.[196]

Alcohol and Other Drugs

Alcohol is involved in two-thirds of all homicides and is associated with rape and battering, and drugs and the presence of illegal drug markets contribute to higher levels of violence.[197-201] Alcohol and other drugs have a multiplier effect that heightens aggression and violence, and neighborhoods with a concentration of liquor stores often suffer alcohol-related problems.[202]

- Liquor stores are more common in poor neighborhoods than wealthy neighborhoods. The number of liquor stores decreases as median neighborhood income increases.[203,204]
- Low-income census tracts and predominantly Black census tracts have significantly more liquor stores per capita than more affluent communities and predominantly White neighborhoods.[205]
- Neighborhoods with a higher density of bars and alcohol outlets, such as convenience and liquor stores, have higher rates of physical abuse.[206,207]

YOUR TURN

Relationship to Violence and Preventing Violence

The following list includes some roles for various departments to prevent violence. Roles that are most common for the planning and zoning department are checked below.

INSTRUCTIONS: Go through this list and check any other ways the planning and zoning department connects to this issue in your community, city or region.

- ☐ Primary functions include preventing violence before it occurs.
- ☐ Primary functions include dealing directly with violence and its aftermath.
- ☑ Functions include enhancing resilience factors or reducing risk factors associated with violence.
- ☐ Works with a population at risk for violence, but the main focus is something other than violence or preventing violence.
- ☐ Functions include reaching a lot of people with information.
- ☐ No obvious relationship to preventing violence.
- ☐ Functions relate to informing or setting local priorities.

Contributions Matrix

The matrix captures various ways that departments may contribute to efforts that prevent violence. Contributions that are most common for the planning and zoning department are circled below.

INSTRUCTIONS:

1. Read the category types and consider how the planning and zoning department contributes to this issue in your community, city or region.
2. Check the boxes that correspond with the planning and zoning department's current contributions.
3. Put a star in boxes where you'd like the planning and zoning department to contribute even more.

	Provides Direct Services (upfront and in the thick)	Provides Direct Services (aftermath)	Enabling
Core	☐ A _	☐ B _	(C) _
Supplemental	(D) _	☐ E _	☐ F _

Provides Direct Services (upfront and in the thick): Agencies and departments that provide direct services to neighborhoods, families and individuals at risk for violence or impacted by violence, before violence occurs.
Provides Direct Services (aftermath): Agencies and departments that provide direct services to neighborhoods, families and individuals, in the aftermath of violence.
Enabling: Agencies and departments whose functions and services can alter the conditions that make violence more or less likely, by controlling resources or the ability to hold others accountable.
Core: Agencies and departments whose mandate or functions are central to preventing violence.
Supplemental: Agencies and departments that could support efforts that prevent violence.

LEARN FROM OTHERS

Pavement to Parks Program, San Francisco Planning Department

The Pavement to Parks Program engages the community to beautify San Francisco's public spaces. The program makes it easy to convert underused street spaces into "parklets," attractive areas for the public to use and enjoy. Parklets often feature seating, plants, bike parking or art, and are the size of several parking spaces.

The San Francisco Planning Department works with residents, community organizations and local businesses to design parklets that add to the character of the neighborhood and increase the amount publicly-accessible open space. According to the San Francisco Planning Department website, parklets "reflect the diversity and creativity of the people and organizations that sponsor and design them." Applicants present a parklet concept, pay permit fees, and construct and maintain the parklet, whereas the Planning Department reviews the proposal, and

(Continued on page 235)

YOUR TURN

What are three arguments you might use to engage this department in a multi-sector collaborative effort to prevent violence?

1.

2.

3.

LEARN FROM OTHERS

(Continued from page 234)

develops the parklet design with the applicant. The Planning Department also works with the Municipal Transportation Agency and Department of Public Works to inspect sites before and after construction, and to legislate parking changes.

This innovative model is an example of how community design can promote safety. Parklets have the potential to increase interactions between residents, boost community connectedness, and create opportunities for artistic and cultural expression, all factors that protect against violence. Parklets can also create a shared sense of ownership for public spaces, which can keep community deterioration at bay. As of January 2013, the San Francisco Planning Department had helped install 38 parklets throughout the city, and the idea has spread to other cities.

Learn more at the Pavement to Parks website, sfpavementtoparks.sfplanning.org, and share other examples with unity@preventioninstitute.org.

LEARN FROM OTHERS

Transform Baltimore

When Baltimore City revised its zoning code for the first time in 30 years, it conducted a Health Impact Assessment to identify how the codes could promote or undermine health. An initial literature review found that areas with a higher density of alcohol outlets also had increased violence, and that pedestrian-friendly environments was associated with decreased crime. Neighborhood profiles, statistics on violent crime, and interviews with local stakeholders and experts confirmed that these relationships applied to Baltimore.

The Health Impact Assessment recommended changing the Transform Baltimore zoning code to reduce the concentration of alcohol outlets in high-poverty neighborhoods. Their specific suggestions include spacing new alcohol outlets further apart using dispersal standards, and making liquor permits conditional. It also incorporated principles of Crime Prevention Through Environmental Design (CPTED, see the Did You Know? box on page 236) into all planning, such as by using landscaping, lighting and other design measures to create environments that promote safety and increase pedestrian traffic.

Learn more at this web page on the Active Living Research website, www.activelivingresearch.org, and share other examples with unity@preventioninstitute.org.

DID YOU KNOW?

The design of physical spaces can help lower crime.

The premise of Crime Prevention Through Environmental Design (CPTED) is that the design of physical spaces influences people's choices about how to behave. People are less likely to break the law if they think they'll be seen and caught, so many CPTED principles promote clarity around what is acceptable behavior in particular areas, and increase visibility. CPTED can help lower the incidence of certain types of crime, and designing according to CPTED principles can lower construction and operational building costs. The CPTED principles are:

- **Natural surveillance** maximizes the visibility of a space and promotes social interaction among people. Examples are street design that increases pedestrian and bicycle traffic, adequate lighting, and windows that look out onto sidewalks and parking lots.
- **Access control** directs the flow of people through a space. The placement of entrances and exits, walkways, fences, lighting, signage and landscaping can clearly mark private spaces from public ones.
- **Territoriality reinforcement** creates a sense of ownership of a space and encourages people to intervene when they see suspicious behavior. Examples are trees, parklets where people can sit, rest and take in the street bustle, and activities that attract people and increase the desired use of a space.
- **Activity support** clearly signals the intended and desired use for spaces. Examples are signs for certain activities in the area.

TRY THIS

No one sector can prevent violence on its own, and almost every department can contribute to safety. Here is a list of sample actions and strategies for the planning and zoning department to prevent violence, especially in neighborhoods affected by violence:

Shape the Built Environment

- ☐ Incorporate principles of Crime Prevention Through Environmental Design (CPTED, see the Did You Know? box on page 236) in landscape ordinance and design standards. Include design features that limit criminal activity by enabling natural surveillance, for example.
- ☐ Prevent the concentration of alcohol sales outlets, and track the locations of proposed and existing off-premise alcohol sales outlets.
- ☐ Amend zoning codes to encourage development of a healthy mix of residential, retail, open space, small trade shops and transit.
- ☐ Counter gang dynamics and turf issues through planning, without displacing problems to other geographic areas. For example, maximize co-planning and shared use of recreation and education facilities, maintain open spaces and develop new well-designed open spaces, and renovate and expand neighborhood parks and recreation facilities, and multi-purpose community facilities.

Seek Input

- ☐ Consider health and safety impacts of zoning, such as through a Health Impact Assessment in partnership with the public health sector.
- ☐ Enhance public engagement, especially among those communities, residents, organizations and businesses directly affected by zoning changes or the development of new codes. Consider issues of equity and fairness when determining city planning priorities.
- ☐ Identify community assets and tap local talent for projects. Utilize indigenous community resources to increase civic pride and support revitalization projects.

YOUR TURN

What actions do you recommend the planning and zoning department take to help prevent violence in your city or community?

PUBLIC WORKS
At a Glance

"We have a disproportionate number of employees who were in the criminal justice system; they have a lot of insight into how we develop community programs."

—Derrick Neal, Houston Department of Public Works and Engineering

The public works department keeps cities clean and repairs infrastructure so it stays functional. Community violence can damage and deface public property, and violence is less likely when the built environment is clean, attractive and well-designed.

About this Department

The public works department is responsible for designing, constructing, renovating and maintaining city facilities and other infrastructure, so that they remain in working order. This includes city sewers, storm drains, water mains and fire hydrants; public buildings and green space; streets, sidewalks, pedestrian ramps and medians; telecommunications cables; street signs, street lighting and traffic signals; and waste disposal and recycling. This department engages residents by coordinating volunteers for neighborhood clean-ups and by responding to service calls.

- **Activities:** The public works department coordinates a wide range of activities, including building sidewalks and streets, repairing potholes, planting and pruning trees, clearing sewers and storm drains, removing graffiti, distributing clean water and treating wastewater, and recycling and disposing of waste. This department issues permits for any construction on public property and for street events, and it responds to emergencies such as flooding, earthquakes, and snow and ice storms. It also conducts outreach in schools and neighborhoods, to promote ownership of public spaces by young people, residents, business owners and other stakeholders. Depending on local needs, this department may also be responsible for snow-plowing streets, wetlands restoration, seismic retrofit, rainwater irrigation projects, bridge improvements, landslide repair park development.

- **Data:** The public works department collects various data, including residential water use and the condition of storm tunnels; total garbage tonnage collected, average pounds of waste per household, and percent diverted to recycling; number of sewer back-ups; graffiti incidents by type and geography; number of unscheduled repairs to city vehicles; operating costs; and number of 311 service requests and percent resolved, such as percent of street light outages addressed within 10 business days. The department also tracks workplace safety, such as the number of employees with injuries incurred on the job, and the number of preventable collisions per 100,000 miles driven in city vehicles.

The Relationship between Public Works and Preventing Violence

DID YOU KNOW?

Resilience Factors

Resilience factors reduce the likelihood that community violence will occur and counteract the impact of risk factors. The following factors are those related to the functions or interests of the public works department:

Society and Community Factors

- Coordination of resources and services among community agencies
- Community design that promotes safety

Risk Factors

The following risk factors increase the likelihood that community violence will occur, and are related to the functions or interests of the public works department:

Society and Community Factors

- Community deterioration

DID YOU KNOW?

The public works department is concerned about the same conditions that increase or reduce the likelihood of community violence, and coordinated efforts to address these conditions can improve the operation of public works and prevent violence.

Community Deterioration, Built Environment and Community Design

Community deterioration and decisions affecting land use, housing and transportation, i.e., the built environment, affect the likelihood of violence. Appearances also shape perceptions of safety, and neighborhoods with higher levels of litter, graffiti, abandoned cars, poor housing, and other signs of disorder are associated with increased violence.[208]

- Cuts in government spending affect poor neighborhoods more than af fluent neighborhoods. The disinvestment of economic resources in poor neighborhoods has contributed to a decline in the urban infrastructure and physical environment in these communities.[209]
- Poor neighborhoods that are predominately low-income and African American have higher numbers of abandoned buildings and grounds, and inadequate city services and amenities.[209]

READ MORE

For a detailed example of how the Houston public works department contributed to a multi-sector effort to make communities safer, see A Multi-Sector Approach to Preventing Violence, a companion to this guide. Download the companion at www.preventioninstitute.org/publications.

YOUR TURN

Relationship to Violence and Preventing Violence

The following list includes some departments for various sectors to prevent violence. Roles that are most common for the public works department are checked below.

INSTRUCTIONS: Go through this list and check any other ways the public works department connects to this issue in your community, city or region.

- ☐ Primary functions include preventing violence before it occurs.
- ☐ Primary functions include dealing directly with violence and its aftermath.
- ☑ Functions include enhancing resilience factors or reducing risk factors associated with violence.
- ☐ Works with a population at risk for violence, but the main focus is something other than violence or preventing violence.
- ☐ Functions include reaching a lot of people with information.
- ☐ No obvious relationship to preventing violence.
- ☐ Functions relate to informing or setting local priorities.

Contributions Matrix

The matrix captures various ways that departments may contribute to efforts that prevent violence. Contributions that are most common for the public works department are circled below.

INSTRUCTIONS:

1. Read the category types and consider how the public works department contributes to this issue in your community, city or region.
2. Check the boxes that correspond with the public works department's current contributions.
3. Put a star in boxes where you'd like the public works department to contribute even more.

	Provides Direct Services (upfront and in the thick)	Provides Direct Services (aftermath)	Enabling
Core	☐ A _	☐ B _	☐ C _
Supplemental	(D) _	(E) _	☐ F _

Provides Direct Services (upfront and in the thick): Agencies and departments that provide direct services to neighborhoods, families and individuals at risk for violence or impacted by violence, before violence occurs.
Provides Direct Services (aftermath): Agencies and departments that provide direct services to neighborhoods, families and individuals, in the aftermath of violence.
Enabling: Agencies and departments whose functions and services can alter the conditions that make violence more or less likely, by controlling resources or the ability to hold others accountable.
Core: Agencies and departments whose mandate or functions are central to preventing violence.
Supplemental: Agencies and departments that could support efforts that prevent violence.



Source: City of New Orleans Mayor's Office

YOUR TURN

What are three arguments you might use to engage this department in a multi-sector collaborative effort to prevent violence?

1.

2.

3.

"Through various greening projects, public works shows how the environment can make a difference – in community pride, in reduced dumping and vandalism, and in mobilizing residents to improve the health of their community. Public works is an amazing partner in redesigning space to re-envision those spaces where things seem to fester."

—Sheila Savannah
Houston Department of Health and Human Services



DID YOU KNOW?

The physical environment shapes people's behavior.

Signs of blight, such as graffiti, litter, neglected buildings and abandoned vehicles correlate with a higher risk for violence. Run-down physical surroundings suggest deterioration is tolerated, which invite more serious vandalism.

By ensuring that municipal infrastructure stays clean and usable, the public works department can prevent neighborhoods falling into disrepair and discourage criminal behavior. Community deterioration can make violence more likely, so the public works department can support efforts to prevent violence by identifying signs of blight and quickly addressing them. See Try This on page 243 for other suggested actions for this department.



LEARN FROM OTHERS

Streets and Drainage Division, Houston Department of Public Works and Engineering

As part of its focus on engaging young people, the Streets and Drainage Division collaborated with local schools to clean up public spaces near campus. For example, Department of Public Works employees worked with Sterling High School students to design and create a rain garden in a problem area where students felt unsafe. This beautification project improved the look of the area, and discouraged student smoking and drug use. It also taught youth gardening and construction skills and increased their ownership of local spaces, while allowing rainwater runoff to be absorbed into the ground rather than flooding streets or polluting nearby creeks and streams.

"This was an educational project for students to improve the built environment and create youth-friendly spaces," said Derrick Neal of the Houston Department of Public Works and Engineering. "By engaging youth in clean-up efforts, there's less debris in the storm system, less deviant behavior, and we make Houston a safer place. All of this work is connected."

Learn more at the Houston Public Works and Engineering's Streets and Drainage Division web page, www.publicworks.houstontx.gov, and share other examples with unity@preventioninstitute.org.

TRY THIS

No one sector can prevent violence on its own, and almost every department can contribute to safety. Here is a list of sample actions and strategies for the public works department to prevent violence:

- [ ] Increase the responsiveness of the department's service delivery for neighborhoods that are historically marginalized or are most affected by violence.
- [ ] Train field staff to make note of the type, location and extent of blight, and develop systems for notifying and supporting other city agencies to resolve the issue in a timely fashion. Streamline the protocol for resolving complaints submitted through 311 or other technologies.
- [ ] Conduct community assessments and regularly survey residents to identify residents' public infrastructure priorities and any gaps in services. Engage community members in prioritizing and designing public infrastructure projects.
- [ ] Make micro-grants and provide technical assistance to support youth- and resident-initiated clean-up projects and other ideas that improve public infrastructure.
- [ ] Incorporate concepts of Crime Prevention Through Environmental Design into public infrastructure projects (see the Did You Know? box on page 236).
- [ ] Green medians and vacant public spaces in crime hot spots, and train residents and local employers to plant and care for trees if possible.
- [ ] Hire local people, including young people and those returning from detention or prison, and promote from within whenever possible. Increase youth employment opportunities by providing on-the-job training and mentoring.

YOUR TURN

What actions do you recommend the public works department take to help prevent violence in your city or community?

SUPERINTENDENT OF SCHOOLS

At a Glance

The superintendent of schools is the chief administrator in a school district and typically reports to a School Board or Board of Education. This person is responsible for shaping and implementing education policies, and developing the annual budget. The superintendent also approves contracts and vendors, and ensures that school resources are properly spent to educate students.

The Relationship between the Superintendent of Schools and Preventing Violence



YOUR TURN

What are three arguments you might use to engage this department in a multi-sector collaborative effort to prevent violence? Read ahead for ideas

1.

2.

3.

YOUR TURN

Relationship to Violence and Preventing Violence

The following list includes some roles for various departments to prevent violence. Roles that are most common for the schools superintendent are checked below.

INSTRUCTIONS: Go through this list and check any other ways the schools superintendent connects to this issue in your community, city or region.

- ☐ Primary functions include preventing violence before it occurs.
- ☐ Primary functions include dealing directly with violence and its aftermath.
- ☑ Functions include enhancing resilience factors or reducing risk factors associated with violence.
- ☐ Works with a population at risk for violence, but the main focus is something other than violence or preventing violence.
- ☐ Functions include reaching a lot of people with information.
- ☐ No obvious relationship to preventing violence.
- ☑ Functions relate to informing or setting local priorities.

Contributions Matrix

The matrix captures various ways that departments may contribute to efforts that prevent violence. Contributions that are most common for the schools superintendent are circled below.

INSTRUCTIONS:

1. Read the category types and consider how the schools superintendent contributes to this issue in your community, city or region.
2. Check the boxes that correspond with the current contributions of the schools superintendent.
3. Put a star in boxes where you'd like the schools superintendent to contribute even more.

	Provides Direct Services (upfront and in the thick)	Provides Direct Services (aftermath)	Enabling
Core	☐ A _	☐ B _	(C) _
Supplemental	☐ D _	☐ E _	☐ F _

Provides Direct Services (upfront and in the thick): Agencies and departments that provide direct services to neighborhoods, families and individuals at risk for violence or impacted by violence, before violence occurs.
Provides Direct Services (aftermath): Agencies and departments that provide direct services to neighborhoods, families and individuals, in the aftermath of violence.
Enabling: Agencies and departments whose functions and services can alter the conditions that make violence more or less likely, by controlling resources or the ability to hold others accountable.
Core: Agencies and departments whose mandate or functions are central to preventing violence.
Supplemental: Agencies and departments that could support efforts that prevent violence.



cc Johnthan Speed

DID YOU KNOW?

Resilience Factors

Resilience factors reduce the likelihood that community violence will occur and counteract the impact of risk factors. The following factors are those related to the functions or interests of the schools superintendent:

Society and Community Factors

- Coordination of resources and services among community agencies
- Community design that promotes safety

Relationship and Individual Factors

- Opportunities for meaningful participation

Risk Factors

The following risk factors increase the likelihood that community violence will occur, and are related to the functions or interests of the schools superintendent:

Society and Community Factors

- Weak educational policies and laws
- Academic failure and failure of the school system
- Weapons in schools

Relationship and Individual Factors

- Low educational achievement

LEARN FROM OTHERS

African American Male Achievement Initiative, Oakland, Calif.

Data suggested that Oakland Unified School District (OUSD) was more likely to suspend African American male students than other groups, and that young Black males tend to struggle academically, are more often absent from class, and are less likely to graduate. To address these related issues, OUSD Superintendent Tony Smith created the Office of African American Male Achievement as part of his vision to reduce institutional racism in education.

The issues of poor attendance, suspension, and lack of progress toward graduation are connected, so the strategies advanced by the African American Male Achievement Initiative work in tandem and are mutually reinforcing. Social and emotional learning is considered fundamental to quality education, so all district teachers are trained to teach and model skills such as empathy, impulse control, anger management and problem-solving. As part of its effort to develop alternatives to suspension, the district also launched a restorative justice program, whereby students resolve conflicts and collectively agree on reparations that promote healing.

OUSD has partnered with other city agencies and community groups to meet students' health and social needs, while also promoting academic achievement, and college and career readiness. "We have a specific need to serve African American male children in Oakland," Smith told the San Francisco Chronicle. "It's crucial to the health and well-being of our city."

Learn more at the African American Male Achievement web page, www.thrivingstudents.org/33, and share other examples with unity@preventioninstitute.org.

TRY THIS

No one sector can prevent violence on its own, and almost every department can contribute to safety. Here is a list of sample actions and strategies for the schools superintendent to prevent violence:

- [ ] Challenge education policies that erode trust in teachers and students, such as high-stakes testing and zero-tolerance disciplinary policies.
- [ ] Establish youth advisory board and encourage youth participation in education reform. Solicit student input on facilities design and school policies, for example.
- [ ] Develop a district-wide surveillance survey and periodically collect data on topics such as campus climate, student perceptions of safety, and school connectedness. Use this data to inform and evaluate violence prevention efforts, and share this data with partners.
- [ ] Incorporate social and emotional learning into the curriculum, and establish universal violence prevention programs in all schools.
- [ ] Review the curriculum to ensure it reinforces messages of tolerance and respect for all groups.
- [ ] Hire administrators and advisors who reflect the local culture and enjoy strong community ties.
- [ ] Create equitable opportunities for learning. For example, examine policies about resource allocation, and prioritize neighborhood schools with the greatest needs and sustain investment.
- [ ] Develop a district-wide joint use agreement that resolves issues of liability, maintenance and operations. Support individual schools in implementing the agreement.
- [ ] Highlight positive stories about young people in public addresses and media communications.
- [ ] As credible spokespeople on healthy child development, school superintendents can use the bully pulpit to emphasize the importance of safe, stable and nurturing environments. Advocate for community changes that will reduce violence in and around the school and support positive outcomes for students and their families.
- [ ] Partner with city and community agencies to offer early learning opportunities, scholastic enrichment programs, job training and leadership programs, cultural and civic events, and youth and community development programs.
- [ ] Consider adopting the Community Schools model, where the school is a community hub that academic education, as well as health, social and neighborhood services to students and their families.

YOUR TURN

What actions do you recommend the schools superintendent take to help prevent violence in your city or community?

TRANSPORTATION

At a Glance

Rollin' through the city, big yellow school bus, kids holla out, "Youth Bus!"
You 8 to 18? You can come roll from park to park. This route will travel from light
to dark all over the North Side. You safety is our number one goal, it won't change.
When we on the bus, we all family; there's no gangs.

—Lyrics from Youth Bus Anthem by Win Nevaluze

The transportation department provides safe, comfortable and efficient ways for people to get from place to place. Community violence discourages free movement around a city and between neighborhoods, and feelings of safety and security can influence travel patterns. Fear of violence makes safe transportation options especially desirable.

About this Department

The transportation department is responsible for the smooth operation of the transportation network. It promotes the mobility of all residents and visitors, including those with disabilities and older adults. The goal of the transportation department is to provide residents and visitors with safe, accessible travel options, such as walking, cycling, buses, light rail, subway, or automobile. It keeps pedestrians, bicycles and car traffic flowing, and designs streets to minimize collisions and traffic-related injuries.

- **Activities:** The transportation department determines the placement and need for signals, lights, signs, and road and curb markings to guide various types of traffic using the same streets. It designs bus routes and schedules, administers carpool and car-sharing programs, installs bike racks and bike lanes, and provides transportation services for people with disabilities and older adults. The transportation department issues travel advisories, and uses traffic cameras to monitor for collisions, vehicle fires, and congestion, to dispatch emergency services and roadside assistance. It also enforces traffic and parking regulations, issues parking citations, tows abandoned vehicles, and issues residential parking permits. It also reviews applications to install on utility poles street banners that promote community identity and neighborhood activities and events.
- **Data:** The transportation department collects various data, such as statistics on traffic-related collisions and injuries, including those that involve bicycles and pedestrians; data on the flow of vehicles, bicycles and pedestrians; miles of bikeways, and the share of commuters who bike or walk; traffic citation revenues and revenue due compared to revenue paid; pavement conditions and pothole service requests; number of resident complaints and inquiries, such as about street lights and parking meters and permits, and the percent resolved.

The Relationship between Transportation and Preventing Violence



DID YOU KNOW?

Resilience Factors

Resilience factors reduce the likelihood that community violence will occur and counteract the impact of risk factors. The following factors are those related to the functions or interests of the transportation department:

Society and Community Factors

- Coordination of resources and services among community agencies
- Community design that promotes safety

Risk Factors

The following risk factors increase the likelihood that community violence will occur, and are related to the functions or interests of the transportation department:

Society and Community Factors

- Residential segregation

Relationship and Individual Factors

- Experiencing and witnessing violence



LEARN FROM OTHERS

Youth Are Here Bus, Minneapolis

The Youth Are Here Bus is one of the ways that local government is preventing violence in Minneapolis. This free transportation service allows youth to avoid gang territory and travel safety around North Minneapolis. An initiative of the Minneapolis Parks and Recreation Board, the Youth Are Here Bus runs from 4 p.m. until midnight, Monday through Saturday, with stops at parks, the local library, a community church, the Boys and Girls Club, and the North YMCA Youth Enrichment Center.

Learn more at the Minneapolis Park and Recreation Board Youth Programs web page, www.minneapolisparks.org, and share other examples with unity@preventioninstitute.org.

YOUR TURN

Relationship to Violence and Preventing Violence

The following list includes some departments for various sectors to prevent violence. Roles that are most common for the transportation department are checked below.

INSTRUCTIONS: Go through this list and check any other ways the transportation department connects to this issue in your community, city or region.

- ☐ Primary functions include preventing violence before it occurs.
- ☐ Primary functions include dealing directly with violence and its aftermath.
- ☑ Functions include enhancing resilience factors or reducing risk factors associated with violence.
- ☐ Works with a population at risk for violence, but the main focus is something other than violence or preventing violence.
- ☐ Functions include reaching a lot of people with information.
- ☐ No obvious relationship to preventing violence.
- ☐ Functions relate to informing or setting local priorities.

Contributions Matrix

The matrix captures various ways that departments may contribute to efforts that prevent violence. Contributions that are most common for the transportation department are circled below.

INSTRUCTIONS:

1. Read the category types and consider how the transportation department contributes to this issue in your community, city or region.
2. Check the boxes that correspond with the transportation department's current contributions.
3. Put a star in boxes where you'd like the transportation department to contribute even more.

	Provides Direct Services (upfront and in the thick)	Provides Direct Services (aftermath)	Enabling
Core	☐ A _	☐ B _	☐ C _
Supplemental	(D) _	☐ E _	☐ F _

Provides Direct Services (upfront and in the thick): Agencies and departments that provide direct services to neighborhoods, families and individuals at risk for violence or impacted by violence, before violence occurs.
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Enabling: Agencies and departments whose functions and services can alter the conditions that make violence more or less likely, by controlling resources or the ability to hold others accountable.
Core: Agencies and departments whose mandate or functions are central to preventing violence.
Supplemental: Agencies and departments that could support efforts that prevent violence.



Greg Raisman

YOUR TURN

What are three arguments you might use to engage this department in a multi-sector collaborative effort to prevent violence?

1.

2.

3.

LEARN FROM OTHERS

Youth Opportunity Pass, San Diego

When the city council voted for a no-cost youth bus pass in June 2013, it opened up new possibilities for students at four local high schools. Young people who lacked transportation are now able to participate in extracurricular activities, and show up for job interviews and summer internships. By providing bus passes to 1,000 low-income students, this pilot program encourages regular school attendance by offering safe, reliable means to get to and from campus. The San Diego County District Attorney wrote in a letter of support that the Youth Opportunity Pass promotes public safety, and maximizes education and economic opportunities for youth.

The Mid-City CAN Youth Council and their supporters held up signs at the city council meeting that read, "Better Transportation Can Save a Life." Funded by the city and the school district, the Youth Opportunity Pass is one way the transportation department can expand opportunities for young people and help keep them safe. Learn more at the Mid-City Community Advocacy Network website, www.midcitycan.org, and share other examples with unity@preventioninstitute.org.



cc cireremarc



cc Chris LA Wad

LEARN FROM OTHERS

Preventing Crime on the DC Metro, Washington, D.C.



cc RJ Schmidt

The Washington, D.C., subway system has long had some of the lowest crime rates for an urban mass transit system. Why? It was designed that way.

"Metro's architects and planners set out to design a system that would deter criminals and make riders feel comfortable and secure," Nancy G. La Vigne wrote in a National Institute of Justice research brief. In addition, the chief and deputy chief of the Metro Transit Police shared security suggestions in the early stages of the planning process. Incorporating principles of Crime Prevention Through Environmental Design (CPTED) into the layout and maintenance of Metro stations makes public transportation in the capital feel safe.

The fundamental premise of CPTED is that the design of physical spaces influences people's choices about how to behave. People are less likely to break the law if they think they'll be seen and caught, for example, and the Metro's high arched ceilings "create a feeling of openness and reduces passenger fears and provides them with an open view of the station," La Vigne wrote. Recessed lighting and indented walls reflect light without casting shadows, and these unobstructed views allow passengers to promptly report crimes or brewing conflicts. Attendants at station entrance kiosks also monitor closed-circuit televisions of tunnels and platforms, and communicate with two-way radios to address potential problems.

Materials and maintenance policies also ensure that subway cars and stations are clean, safe environments. Metro seats, windows and fixtures are durable and difficult to mark up with paint pens and markers, which discourages graffiti and vandalism. Workers promptly clean and repair damage, and Metro police are trained to report burned-out lights and other issues for the maintenance department. To reduce litter, each station has plenty of garbage cans and recycling bins, and keeping facilities clean is part of Metro's policy. These practices convey the impression that stations are cared-for places where criminal behavior is not acceptable.

Learn more by reading Visibility and Vigilance: Metro's Situational Approach to Preventing Subway Crime, by Nancy G. La Vigne, available at the National Criminal Justice Reference Service website, www.ncjrs.gov. See the Did You Know? box on page 236 for more on CPTED principles, and share other stories with unity@preventioninstitute.org.



cc Ken Stein

LEARN FROM OTHERS

Safe Routes to School, San Diego

Most Safe Routes to School programs focus on cars, traffic and poor street design as the main threats to students travelling on foot or on bikes. In southeastern San Diego, the Safe Routes to School program expanded its safety mandate to protect students from violence on their way to and from school. Gang violence in the neighborhood can discourage walking and biking, and bullying can extend beyond campus, for example.

Run by a local children's hospital, this Safe Routes to School program decided to not only prevent injuries from car traffic and reduce air pollution around schools, but also address conditions that put children at risk for violence. Volunteers stationed at key corners and corridors in the hours before and after school are trained to greet children, look out for safety hazards and brewing conflicts, and to intervene and report incidents. Employees at local businesses also observe and report unsafe activities along the routes.

Linking area middle schools with youth-serving organizations, the children's hospital, and the San Diego Commission on Gang Prevention and Intervention created an opportunity to address multiple problems at once. This partnership looked to reduce injuries from car collisions, encourage multi-modal transportation, promote health through physical activity, reduce gang activity, build social connections among neighborhood volunteers and youth, and create safe conditions that allow students to focus on learning.

Learn more at the Safe Routes to School in California blog, www.saferoutescalifornia.org, and share other examples with unity@preventioninstitute.org.

TRY THIS

No one sector can prevent violence on its own, and almost every department can contribute to safety. Here is a list of sample actions and strategies for the transportation department to prevent violence:

- [ ] Extend hours for bus routes that primarily serve areas where many residents do not own personal vehicles and rely on public transportation to commute to and from work.
- [ ] Increase the number and path of bus routes in ways that increase mobility between neighborhoods and help counter the ways that residential segregation divides city residents.
- [ ] Make public transportation welcoming for youth, and offer free transit passes for youth.
- [ ] Set clear expectations for passenger behavior on public transportation.
- [ ] Train all bus drivers in non-violent conflict resolution, so they have the social-emotional skills to defuse interpersonal conflict between passengers. Provide institutional support for bus drivers and other transportation department staff to reinforce positive norms around riding public transportation.
- [ ] Establish volunteer driver programs sponsored by community-based organizations and institutions. These programs can be designed to promote social connections and increase safe transportation options for those with particular needs.
- [ ] Close residential streets to vehicular traffic on particular days and times, and host car-free community events. Programs such as Sunday Streets encourage children and neighbors to play and socialize outdoors.
- [ ] Leverage pedestrian and bicycling subcultures to increase interactions between neighbors and promote a sense of community.
- [ ] Apply Crime Prevention Through Environmental Design principles near bus stops and transit stations. (For more on CPTED, see the Did You Know? box on page 236.)
- [ ] Approve any applications to install on utility poles street banners that promote messages that promote non-violence, celebrate community identity, and make neighborhoods more attractive.

YOUR TURN

What actions do you recommend the transportation department take to help prevent violence in your city or community?

WORKFORCE DEVELOPMENT
At a Glance

"All employment programs help reduce violence.
We're preparing the youth of today for tomorrow's workforce."

—Anne Fischer, Minneapolis Department of Community
Planning and Economic Development

The department of workforce development assists people looking for work. It provides job services and training, such as mock interviews, job leads, resume advice and professional certifications, so individuals and families can earn enough to financially support themselves. It identifies promising candidates and helps employers fill openings and retain a full complement of employees. It also anticipates future labor market needs to develop the skills of young people so they are competitive when seeking work.

The Relationship between Workforce Development and Preventing Violence



YOUR TURN

What are three arguments you might use to engage this department in a multi-sector collaborative effort to prevent violence? Read ahead for ideas

1.

2.

3.

"Unemployment without a doubt affects violence. Not being able to get a job to provide for your family, individuals who find it difficult to find gainful employment – these are barriers to opportunity."

—Derrick Neal
Houston Department of Public Works and Engineering



cc DC Central Kitchen

DID YOU KNOW?

Resilience Factors

Resilience factors reduce the likelihood that community violence will occur and counteract the impact of risk factors. The following factors are those related to the functions or interests of the department of workforce development:

Society and Community Factors

- Employment and economic opportunities

Relationship and Individual Factors

- Opportunities for meaningful participation

Risk Factors

The following risk factors increase the likelihood that community violence will occur, and are related to the functions or interests of the department of workforce development:

Society and Community Factors

- Weak economic policies and laws
- Diminished economic opportunities; high unemployment rates

Relationship and Individual Factors

- Low educational achievement

YOUR TURN

Relationship to Violence and Preventing Violence

The following list includes some roles for various departments to prevent violence. Roles that are most common for the department of workforce development are checked below.

INSTRUCTIONS: Go through this list and check any other ways the department of workforce development connects to this issue in your community, city or region.

- ☐ Primary functions include preventing violence before it occurs.
- ☐ Primary functions include dealing directly with violence and its aftermath.
- ☑ Functions include enhancing resilience factors or reducing risk factors associated with violence.
- ☐ Works with a population at risk for violence, but the main focus is something other than violence or preventing violence.
- ☐ Functions include reaching a lot of people with information.
- ☐ No obvious relationship to preventing violence.
- ☐ Functions relate to informing or setting local priorities.

Contributions Matrix

The matrix captures various ways that departments may contribute to efforts that prevent violence. Contributions that are most common for the department of workforce development are circled below.

INSTRUCTIONS:

1. Read the category types and consider how the department of workforce development contributes to this issue in your community, city or region.
2. Check the boxes that correspond with the department of workforce development's current contributions.
3. Put a star in boxes where you'd like the department of workforce development to contribute even more.

	Provides Direct Services (upfront and in the thick)	Provides Direct Services (aftermath)	Enabling
Core	☐ A _	☐ B _	☐ C _
Supplemental	(D) _	☐ E _	☐ F _

Provides Direct Services (upfront and in the thick): Agencies and departments that provide direct services to neighborhoods, families and individuals at risk for violence or impacted by violence, before violence occurs.
Provides Direct Services (aftermath): Agencies and departments that provide direct services to neighborhoods, families and individuals, in the aftermath of violence.
Enabling: Agencies and departments whose functions and services can alter the conditions that make violence more or less likely, by controlling resources or the ability to hold others accountable.
Core: Agencies and departments whose mandate or functions are central to preventing violence.
Supplemental: Agencies and departments that could support efforts that prevent violence.

"We can go a long way in preventing violence by reducing the unemployment rate, by engaging students and having them believe they can have meaningful employment and access to a good steady job."

—Arcelio Aponte
Newark Department of Economic and Housing Development

LEARN FROM OTHERS

Breaking Ground, Chicago

Breaking Ground, Inc. builds stronger inner-city communities with funding from the City of Chicago. It provides training, job placement and direct employment for those who are typically excluded from the work force due to limited education achievement, criminal records and recent incarceration.

Breaking Ground began as a housing rehabilitation agency that renovated condominiums and houses, and sold them to residents in North Lawndale, on Chicago's West Side. Through these projects, they constructed safe housing, engaged the community, and equipped people with basic construction skills, employment and additional income. Over the past 26 years, its programs have expanded to include academic tutoring, mentoring and coaching, career counseling, case management, and a 16-week machinist course on using milling and lathe manufacturing equipment.

Breaking Ground works with local employers to learn about available jobs and place graduates in quality positions. In the meantime, Breaking Ground provides on-the-job training to students through its three businesses—house construction, neighborhood beautification, and urban farming. These businesses keep streets clean, build affordable housing, and grow fresh produce for sale in a "food desert," an area with limited access to fresh fruits and vegetables. Their satisfied customers include local chambers of commerce, merchants' associations and social security offices.

Terrell Taylor graduated from APL Teaching Factory in 2007 and looks back on his experience as the "first good thing he had ever done for himself. I have never felt so wanted or such a part of something useful, and for the first time in my life I am a role model."

Learn more at the Breaking Ground website, www.breakingground.net, and share other examples with unity@preventioninstitute.org.

TRY THIS

No one sector can prevent violence on its own, and almost every department can contribute to safety. Here is a list of sample actions and strategies for the department of workforce development to prevent violence:

- [ ] "Ban the box" when hiring for city government, and encourage local businesses to follow suit. Defer inquiries about criminal history until later in the selection process, and remove these questions from employer job application forms. This would allow qualified candidates with a criminal history to compete more fairly for employment, rather than being eliminated from consideration at the outset. Consider supporting efforts to ban the box from applications for housing, public benefits, insurance, loans and other services.

(Continued on page 261)

TRY THIS

(Continued from page 260)

- [ ] Create a network of businesses, community organizations, and city and county agencies that agree to hire qualified formerly-incarcerated people, individuals with disabilities, youth and those coming off welfare, especially if candidates have graduated from a local job training program.
- [ ] Provide effective re-entry employment services and case management, in coordination with the Social Services, Justice and Health Sectors, and increase opportunities for ex-offenders.
- [ ] Assist those coming out of prison integrate into the community in a positive way. For example, line up appropriate and meaningful work in advance of a person's release from jail to rapidly put in place new, pro-social routines and attachment to work.
- [ ] Promote youth employment, especially for young people who live in low-income neighborhoods that experience high rates of violence.
- [ ] Create a robust summer jobs program that includes mentoring, career exploration and project-based collaborative learning.
- [ ] Open career centers in all high schools. Supplement the staff with qualified counselors who can guide young people, assess their interests, match them to employers, and connect them to Workforce Development programs.
- [ ] Develop a credential curriculum to prepare young people for workplace success before they begin their first jobs.
- [ ] Partner with local vocational schools and colleges to place graduates in local businesses and retain skilled workers.
- [ ] Expand employment opportunities for gang-involved youth, and create special programs for foster youth and those that have been exposed to violence, and other populations that may need additional support securing employment.
- [ ] Work with the Education Sector to incorporate diverse vocational coursework into the curriculum. Provide more ways for non-traditional learners to connect with school, such as providing hands-on training, teaching crafts and trades.
- [ ] Incorporate teamwork and communications skills as part of training and certification.

YOUR TURN

What actions do you recommend the workforce development department take to help prevent violence in your city or community?