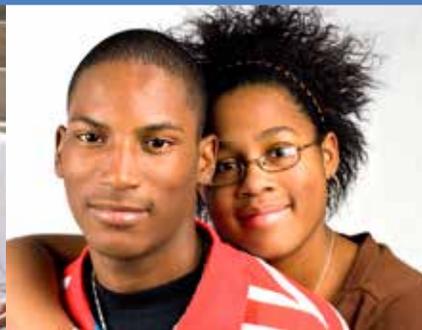# Multi-Sector Partnerships for Preventing Violence

A Guide for Using Collaboration Multiplier
to Improve Safety Outcomes for Young People,
Communities and Cities

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Multi-Sector Partnerships for Preventing Violence

PART 1 of 4

The Value of
Multi-Sector Collaboration
for Preventing Violence

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

URBAN NETWORKS TO
INCREASE THRIVING YOUTH
UNITY
through Violence Prevention

ACKNOWLEDGEMENTS

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WHO PREVENTS VIOLENCE?

"When my nephew was murdered on the streets of Boston, we organized mothers who had experienced similar trauma and tragedy. Our mission and focus was to come up with strategies that we could work on in partnership with the city and with others, to come up with solutions to the violence that was taking place on our streets."

— Monalisa Smith, Mothers for Justice and Equality

Violence is preventable. Yet assaults, homicides and fear of violence continue to undercut communities across the U.S. The focus of this guide is the prevention of community violence. Bringing together the range of partners needed to prevent community violence can be a challenge. Prevention Institute created this guide to help people overcome this challenge. Specifically, this guide takes readers through Prevention Institute's Collaboration Multiplier tool for maximizing multi-sector collaboration, because everyone has a role in preventing violence.

Everyone has a Role to Play

"Violence prevention resides in almost every government department because it touches on schools, housing and employment. The problem of violence is deeply interconnected with a wide range of social conditions. Our solutions, however, tend to be isolated from one another. Our solutions need to be as comprehensive and interconnected as the problems they seek to address. The challenge is to recognize natural allies whose work has an impact on violence prevention but whose motivation or interest may not be specifically about violence prevention. Whole cities, together, need to rethink what constitutes a violence prevention program."

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

Police chiefs are often held accountable for community violence in a city. More and more of these leaders are insisting, "We cannot arrest our way out of this problem," and rightly so. That is because the factors that make violence more or less likely span multiple sectors. For example, a lack of jobs and high alcohol outlet density increase the likelihood of violence. The conditions that protect against violence include quality schools, economic opportunities, a clean and well-designed physical environment, and structured activities that young people find meaningful. The scope and breadth of these factors are far beyond the responsibility and capacity of law enforcement.

LEARN FROM OTHERS

Examples of various disciplines and sectors playing a role in efforts that prevent violence:

- **Salinas, Calif.** When the library learned that illiteracy was a risk factor for violence, it conducted a city-wide inventory of literacy programs and developed Spanish and English literacy programs to address the identified gaps. The library also waived overdue fees and partnered with the school system to ensure that every child in the city has a library card. Libraries are safe spaces for young people to spend after-school hours. The newly-built library in East Salinas was designed in partnership with members of the community and now welcomes 1,200 people through its doors each day.

- **San Diego.** The San Diego County Aging and Independence Services created a cross-generational mentoring program that matches seniors with young people in the surrounding community, so young people have a caring adult in their lives.

- **Minneapolis.** The Downtown Improvement District sponsored the Picturing Peace project, which engaged teenagers in exploring the issue of violence using the PhotoVoice method. By taking photos and using them to craft stories, the participants developed a vision for positive social change. The photos were used to decorate 22 frequently-tagged utility boxes and inspire others to imagine a community of peace. Picturing Peace is part of a larger effort to make downtown Minneapolis a safe and welcoming place to visit, live and work.

- **Oakland, Calif.** The school superintendent instituted a goal of 100-percent graduation rates for all African American male students. As part of the district's commitment to this goal, it has integrated restorative justice and social-emotional learning into its practices.

- **Los Angeles.** In response to grassroots organizing efforts, the zoning commission ensured that 200 liquor stores would be closed or not permitted to re-open in South L.A. following civil unrest in 1994. The community experienced a 27-percent reduction in crime and violence within a four-block radius of each liquor store that had been shut down.

- **Philadelphia.** The Pennsylvania Horticultural Society improved underdeveloped areas by removing trash and debris from vacant lots and planting trees and grass. This greening effort was linked to a reduction in gun assaults and vandalism, and formerly-incarcerated residents maintained these green spaces through a community-based job training program.

No one sector can prevent violence on its own and almost every city government department can contribute to safety, from social services, public health, parks and recreation, housing, and schools, to probation, public works, transportation, workforce development and others. In addition to local government agencies, sectors such as business, the news media and the faith community have important roles. By understanding both the solutions to violence and the connections among different sectors, practitioners can carry out their work in ways that help to reduce community violence.

The Whole is Greater than the Sum of its Parts

"Violence is not the problem of one neighborhood or group, and the response and solutions are not the responsibility of one sector or one agency. Coming together and owning this problem and its solutions are central."

— Deborah Prothrow-Stith, UNITY Co-Chair
Harvard School of Public Health

The UNITY Assessment of Youth Violence Prevention Activities in U.S.A. Cities revealed that cities with the greatest coordinated approach also had the lowest rates of youth violence.[1] Efforts to prevent violence will be more effective when multiple private, public and community players come together in a strategic and coordinated way. A multi-sector collaboration can be organized as a coalition, committee, network or other form of public-private partnership, and this can serve as the central coordinating body for prevention efforts. Such collaboration can better leverage available resources, enjoy greater reach and credibility than any individual organization, engage new networks that can help hold leaders and city agencies accountable, and accomplish more ambitious goals when members work together. Multi-sector collaboration also brings the capacity to define a problem and shape a solution, enhances resources to achieve success, adds credibility and advocacy power, and has staying power.

READ MORE

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The UNITY Assessment of Youth Violence Prevention Activities in U.S.A. Cities revealed that cities with the greatest coordination also had the lowest rates of youth violence. Download the Assessment and its overview at www. preventioninstitute. org/unitylinks.

> *"How do you align different sectors that typically report to different entities? We mapped out a coordinated strategy. The end-goal here is for us to be able to do each of our jobs at the best possible level. By sharing information and by accurately doing our work, we can reduce the amount of crime and violence in the city."*
>
> —Robbyn Wahby
> St. Louis Office of the Mayor

Benefits of Multi-Sector Collaboration

Multi-sector collaboration is essential for preventing violence. It maximizes outcomes both by aggregating the activities and investments of diverse sectors in one coherent approach, and by leveraging efforts of different sectors so that they build on one another to achieve broader outcomes than could be accomplished by any single sector alone. Key benefits include:

Capacity to Define a Problem and Shape a Solution
- **Achieves collective outcomes:** Multi-sector collaboration is the mechanism for achieving outcomes that any single group could not achieve.

- **Leverages diverse expertise:** Each sector has its own knowledge base, training and skill set that can bring necessary knowledge and information to an effort. *

- **Cultivates innovation and creativity:** Multi-sector collaboration almost automatically prompts participants to think more broadly than they otherwise would. Once they do, they can reach higher levels of understanding and develop new ideas.

- **Fosters a unified approach with shared buy-in:** Coordination across sectors can clarify a deliberate group approach, common agenda, collaborative plan, mutually-reinforcing activities, and structure.❖*

Enhanced Resources to Achieve Success
- **Leverages investments:** Collective resources can be leveraged to advance the specific goals and mandates of participating sectors as well as of the whole collaborative.

- **Supports access to resources and fosters resource-sharing:** With representation from different sectors, the group enjoys greater access to a broader range of funding opportunities,†* and provides opportunities for sectors to learn from each other's successes, failures and best practices.

- **Allows for more flexible use of existing resources and decreases duplication of efforts:** Having a pool of resources from multiple sectors can increase flexibility in the use of what's available. Coordinating resources can reduce duplication.

Credibility and Advocacy Power to Get it Done
- **Strengthens credibility:** The participation of a specific sector or combination of sectors may be critical for the collaborative to have credibility on a particular issue or set of issues.

- **Maximizes advocacy power:** Multiple sectors may have broader influence to make change. Specific sectors may have stronger political influence at times or on specific issues.

(Continued from page 4)

Staying Power

• **Promotes broader reach and impact:** Different sectors have their own networks, constituencies, audiences and outlets, far expanding the reach and potential impact of any one sector on its own.

• **Supports sustainability:** Policy and environmental changes take time, and having broad support from multiple organizations and their constituencies can sustain momentum needed for the long haul. When shared goals and joint strategies are embedded within multiple sectors, action can be sustained beyond the life of a formal collaborative group.

✱ Crosby, B.C., Bryson, J.M. (2005) A Leadership Framework for Cross-Sector Collaboration. Public Management Review V7:2, 177-201.

❖ Kramer, M., Parkhurst, M., and Vaidyanathan, L., Breakthroughs in Shared Measurement and Social impact, FSG, 2009.

✱ Simo, G., Bies, A.L. (2007). The Role of Nonprofits in Disaster Response: An Expanded Model of Cross-Sector Collaboration Part II—The Responders: Official and Grassroots Actors in the Aftermath of the Hurricane. Public Administration Review December Special Issue.

† Williamson, O. (1991). Comparative Economic Organization: the Analysis of Discrete Structural Alternatives. Administrative Science Quarterly 36: 269-296.

✱ Ouchi, W.G. (1980). Markets, Bureaucracies and Clans. Administrative Science Quarterly 25(3): 129-141.

Gaining Traction in Tandems and Trios

"We like to draw on the expertise of other sectors and the community. We can't do this alone. Comprehensive multi-sector efforts are the only way to proceed, and if you look at the places where we have had episodic success – individual initiatives that we can point to as effective – it's almost always when we have worked in another system."

—Alex Briscoe, Alameda County Health Care Services Agency, Calif.

The closest working relationships are often developed when a few partners work in tandem to address a specific need, achieve a common goal, or to respond to a specific funding opportunity. Such partnerships may form out of a larger collaboration or be separate. These partnerships enjoy the specific expertise needed to accomplish a shared goal, allow its members to grow very familiar with the roles and services the others offer, can pave the way

"In order to create a safe environment, we all have to work together. We have a common goal of seeing youth live long and healthy lives."

—ROSE HAGGERTY
HOUSTON INDEPENDENT SCHOOL DISTRICT

for further trust- and relationship- building, and are often more nimble and flexible than a large collaborative.

Two examples are when schools work more closely with workforce development to provide students with employment, job training and mentoring opportunities, and when social services and law enforcement agree on referral protocols when young people are picked up for truancy or other minor infractions, establishing alternatives to arrest. While some of the most straightforward collaboration may be around coordinating service delivery, tandems and trios can also work together to change policies and organizational practices, enhance communications and training, and secure additional funding, for example.

LEARN FROM OTHERS

Examples of multi-sector efforts to prevent violence:

- **San José, Calif.** The Department of Parks, Recreation and Neighborhood Services is the lead agency for the Mayor's Gang Task Force. In collaboration with community members and other city agencies, this department and the city as a whole sustained a two-decade effort to prevent and address gang violence, and San José has long been hailed as one of the safest large cities in the U.S.

- **New Orleans.** The Health Department is one of many agencies contributing to initiatives falling under Mayor Landrieu's NOLA for Life plan. One of the Health Department's primary roles is to facilitate community engagement and thus build meaningful cross-sector collaboration that informs the plan's implementation by multiple local government agencies.

WHY THIS GUIDE?

Several years ago, Prevention Institute facilitated a city-wide planning process to prevent violence in a large U.S. city. The mayor insisted on participation from every department and agency head, and the director of economic development approached the facilitator, looking to be excused from participating. He said he already had a plan for his department and asked, "What does violence prevention have to do with my department?" Those who understood the correlation between economic opportunity and violence had assumed the connection was self-evident. But this director's question made it clear there was more work to do in making these links obvious. As a society, we have long understood violence as a criminal justice problem and largely approached it as such, i.e., calling on law enforcement, the courts, detention facilities, probation and parole, but not on economic development or others.

The need for greater clarity was underscored when Berkeley Media Studies Group developed specific recommendations for Prevention Institute's UNITY initiative (see Appendix E on page 277 for an overview of UNITY, in Part 4 of this guide). Among the recommendations were for UNITY to foster cross-sector action to prevent violence. The report specifically suggested UNITY "create and disseminate across disciplines tools to make it easier for those focused on particular sectors within government and in community-based programs to see the role for violence prevention in their current and future activities. The tools should illustrate different sectors' roles in preventing violence and provide a lens through which people can see their own work and link with others engaged in preventing violence."[2]

Many people understand the need for multi-sector collaboration and have questions about how to go about this most effectively. Common issues include how to engage other sectors with different mandates, develop a shared vision, and how to fully leverage the assets of each group to achieve important outcomes. This guide demonstrates how to use Prevention Institute's Collaboration Multiplier tool to answer these questions for your community.

Collaboration Multiplier is designed to foster meaningful collaboration across diverse fields for greatest impact, and to clarify the benefits of multi-sector collaboration. It guides users through a process that helps various disciplines better understand one another's perspective, identify strengths and gaps in their partnership, and fully realize the benefits of working together. Collaboration Multiplier captures the perspectives and identifies the benefits for other partners upfront, so communication can be as engaging and persuasive as possible.

Prevention Institute has used Collaboration Multiplier as a facilitation tool for more than a decade with impressive results. As part of a state-level planning process, for example, the Collaboration Multiplier tool helped participants develop a common language and articulate what they hoped would come out of a joint effort to prevent injuries. Representatives of education, public health and the criminal justice sectors discovered new aspects of each other's work and processes, and they developed an appreciation for the scope

and depth of their collective skills and expertise, even after having previously worked together for years. Without the support of a facilitated process, however, people weren't clear how to maximize the benefits of Collaboration Multiplier. The authors designed this guide to help readers reap the benefits of Collaboration Multiplier and strengthen their efforts to prevent violence.

This guide was developed to support practitioners in applying Collaboration Multiplier on their own and implementing a multi-sector, prevention-focused approach. It draws upon more than 30 interviews with city and county employees working locally to address violence, as well as a literature review. (See Appendix B on page 271 for a detailed description of the methodology, in Part 4 of this guide.) The publication clarifies the roles and contributions of various sectors and departments in making communities safer. As such, Prevention Institute expects this guide will assist practitioners working in the community and local government employees in accomplishing their goals in collaboration.

DID YOU KNOW?

- Six percent of high school students feel too unsafe to go to school, 17 percent report carrying a weapon, 33 percent were in a physical fight per year, 8 percent report having been forced to have sex, and 16 percent report having seriously considered attempting suicide.[3]

- More than 720,000 young people ages 10 to 24 were treated in emergency departments for injuries sustained from violence in 2006.[4]

- Homicide is the second leading cause of death among youth between the ages of 10 and 24 and for each such homicide there are approximately 1,000 nonfatal violent assaults.[5]

- 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 white males in the same age group (3.5 per 100,000).[5] 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 of the same age.[4]

Multi-Sector Partnerships for Preventing Violence

PART 2 of 4

Workbook—Using the
Collaboration Multiplier Tool

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

URBAN NETWORKS TO INCREASE THRIVING YOUTH
UNITY
through Violence Prevention

TABLE OF CONTENTS
(abridged)

INTRODUCTION

The two workbooks in this guide are designed to: a.Delineate the need for participation of multiple sectors to prevent violence, b.Clarify the roles and contributions of various sectors in preventing violence, and c.Explore the added value of sectors working together to prevent violence, and how each sector's involvement benefits the overarching effort. To assist practitioners in advancing their safety goals, the format is designed to be interactive, to provide additional resources and complementary information, and for readers to apply what they have learned. Look for these five types of boxes throughout the workbooks:

LEARN FROM OTHERS

These boxes provide examples from cities and communities across the U.S. to inspire and spark new ideas.

DID YOU KNOW?

These boxes provide related facts and present relevant research evidence.

READ MORE
....

These boxes recommend additional resources and supplemental materials for continued exploration.

YOUR TURN

These boxes provide an opportunity for readers to reflect on the content and apply it to their city or community, using their knowledge of local conditions, priorities and needs.

TRY THIS

These boxes suggest sample actions for sectors and specific departments, for readers to share with partners and increase their involvement.

These workbooks are intended to be a reference and are not designed to be read through from cover to cover. It may be helpful to read some sections in their entirety and complete the activities. Other sections, such as the ones on each sector, are designed as reference materials. Readers may work through some chapters in much more detail and may only occasionally refer to other chapters for information as needed.

A PUBLIC HEALTH APPROACH TO PREVENTING VIOLENCE
Unlocking the Mystery of Prevention and the Need for a Multi-Sector Approach

Violence is among the most serious health threats in the nation today, jeopardizing the health and safety of the public. It is a leading cause of injury, disability and premature death,[3-5] a significant disparity in that it disproportionately affects young people and people of color,[4,6] and it increases the risk of other poor health outcomes. The public health approach complements criminal justice approaches and brings an important perspective that can enhance efforts that address violence affecting young people. This chapter describes a public health approach to violence prevention. The public health approach clarifies the need for multi-sector engagement. A public health approach to preventing violence is distinguished by

"This [public health] approach works. It's working right here, right now, in my city, where we reduced violence by 40 percent in just two years—and then brought it down another 20 percent. And we didn't do it by increasing arrests. We did it by giving young people opportunities to thrive."

—MICHAEL SULLIVAN
MINNEAPOLIS POLICE
DEPARTMENT

DID YOU KNOW?

Violence is preventable and public health approaches work.

- The public health-based Cure Violence model has reduced shootings and killings by 41 to 73 percent, dropped retaliation murders by 100 percent, and promotes norms change in communities.[7] The Baltimore Safe Streets program, a Cure Violence replication, not only reduced overall gun violence but also reduced non-fatal shootings by up to 44 percent and homicides by up to 56 percent.[8]

- Schools can reduce violence by 15 percent in as few as six months through universal school-based violence prevention efforts.[9]

- Research has documented a 12-percent reduction in robberies and an 8-percent reduction in violent crimes in Los Angeles neighborhoods that created Business Improvement Districts.[10]

- Minneapolis saw a 40-percent drop in juvenile crime in neighborhoods most affected by violence within two years after implementing its public health-based approach.[11] Homicides of youth decreased by 77 percent between 2006 and 2009, and this decline was accompanied by a decline in arrest rates.[12] The number of youth suspects has dropped by 60 percent from 2006 to 2010, and the number of youth arrested for violent crime for 2011 was down by one-third of what it was 2007.[13]

- The Nurse Family Partnership trains public health nurses to make regular home visits to low-income, first-time mothers. Children who did not participate were up to twice as likely to be arrested by age 15, compared to children involved in the program, and a RAND study demonstrated that the program saves at least $4 for every $1 spent.[14]

- The Triple P Parenting program has demonstrated a $47 benefit to society for every $1 invested in the program.[15]

these four characteristics: 1. Prevention-oriented, 2. Population-based, 3. Data-driven, and 4. Addresses risk and resilience factors. The activities in this chapter are grouped by these four characteristics, to help readers more deeply understand how to prevent violence and why it's critical for multiple sectors to be engaged. For those already familiar with a public health approach, this chapter provides content and a framing that may be helpful in engaging others in a multi-sector, prevention-oriented approach.

1. Prevention-Oriented

From a public health perspective, strategies can be put in place at three phases—before there is a risk of violence (primary prevention), to mitigate the risk of violence (secondary prevention), and after violence has occurred to reduce the chance it will reoccur (tertiary prevention). Ideally, strategies are designed to prevent violence before it occurs.

LEARN FROM OTHERS

A group of young people in Philadelphia re-named public health's three phases of prevention from primary, secondary and tertiary to:

- **Upfront:** Strategies that everyone needs to be safe and thrive.
- **In the Thick:** Strategies that reduce the impact of risk factors.
- **Aftermath:** Strategies that prevent the recurrence of violence.

YOUR TURN

INSTRUCTIONS: Draw a line between each strategy to prevent violence and its corresponding prevention phase. Some strategies may belong in more than one phase.

Strategies	Prevention Phase
Conflict resolution	UPFRONT
Mentoring	Strategies everyone needs to be safe and thrive
Street outreach and violence interruption	
Restorative justice	
Trauma counseling	IN THE THICK
Quality early care and education	Strategies to reduce the impact of risk factors
Youth employment	
Successful re-entry	
Reduced alcohol outlet density	
Community empowerment	AFTERMATH
Positive school climate	Strategies to prevent the recurrence of violence
Reduced blight and improved lighting	

INSTRUCTIONS: For each upfront strategy, write down the partners you would need to achieve success.

Upfront Strategies	Key Partners
Youth employment	
Reduced alcohol outlet density	
Community empowerment	
Positive school climate	
Reduced blight and improved lighting	

2. Population-Based

Public health approaches seek community-wide or "environmental" solutions, instead of treating one individual at a time. For example, a public health approach might focus on reducing alcohol outlet density in an entire neighborhood or changing norms about violence as an acceptable way to resolve conflicts.

👉 YOUR TURN

INSTRUCTIONS: Check the strategies that are population-based and reach an entire population instead of only individuals.

☐ Therapeutic counseling

☐ Mentoring

☐ Fostering a positive school climate

☐ Home-visiting programs, where expecting or new parents with young children learn about positive parenting practices and receive other family support services in their homes

☐ Alcohol taxes and zoning regulations

☐ Business Improvement Districts, (i.e., areas enhanced through landscaping and additional security, for example, to promote local businesses)

☐ Teaching parenting skills

☐ Changing community norms

☐ Crime Prevention Through Environmental Design, i.e., making construction and lighting decisions so neighborhood design deters criminal behavior

INSTRUCTIONS: Write down why population-based or community-wide strategies might benefit from having many sectors involved.

ANSWERS: Fostering a positive school climate, Alcohol taxes and zoning regulations, Business Improvement Districts, Changing community norms, and Crime Prevention Through Environmental Design.

3. Data-Driven

Strategies are based on data that describe the nature and scope of the problem. Quality baseline data can inform strategic planning and facilitate implementation by identifying existing assets and resources as well as gaps in services and emerging needs. Ongoing data collection and analysis can help ensure that strategies improve outcomes.

☞ YOUR TURN

INSTRUCTIONS: Identify the data or data sources that each of the following sectors or departments would bring to understanding the problem of violence and to developing prevention solutions. For examples, see the sample Collaboration Multiplier grid on pages 26 and 27.

- Community Services
(e.g., parks and recreation, library):

- Justice:
(e.g., police, judges, probation, district attorney):

- Economic (e.g., workforce development):

- Education:

- Housing:

- Planning and Zoning:

- Public Health:

- Public Works:

- Social Services:

- Transportation:

- Governance (e.g., the mayor's office):

- Business:

- Faith Community:

- News Media:

Community Safety Scorecard, Los Angeles
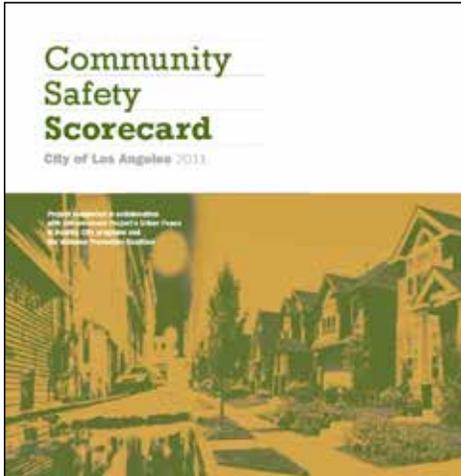
Adapted from A Call to Action: Los Angeles' Quest to Achieve Community Safety:
To ensure that resources are equitably distributed, Advancement Project and the Violence Prevention Coalition of Greater Los Angeles (VPC) created the Community Safety Scorecard, which examines the City of Los Angeles by ZIP code. For every ZIP code, the Scorecard measures safety, school quality, and neighborhood conditions that make violence more or less likely. By mapping and analyzing these data with a public health perspective, the Scorecard identifies areas where resources for reducing violence could have the most impact.

The Scorecard also reveals inequity in access to public safety, with the least safe neighborhoods concentrated in the city's southern and eastern regions. These regions with low levels of safety have a high number of risk factors that increase the likelihood of violence, such as poverty and unemployment. In addition, there is a corresponding lack of resilience factors that protect against violence, such as quality schools.

The data presented in the Community Safety Scorecard makes clear the advantage of investing public and private resources for addressing violence across many sectors. According to research, the factors that affect the likelihood of violence are the responsibility of numerous agencies, and some of the ZIP codes considered least safe are under multiple jurisdictions, such as unincorporated county areas or more than one city council district. The Scorecard highlights the benefits of a regional strategy where various city and county agencies work with communities to make neighborhoods safer.

Learn more about the Community Safety Scorecard at the Advancement Project website, www.advacementprojectca.org, or the VPC website, new. vpcgla.org. Share other examples with unity@preventioninstitute.org.

READ MORE

. . . .

Follow the steps in A Guidebook to Strategy Evaluation: Evaluating Your City's Approach to Community Safety and Youth Violence Prevention to collect data that inform decisions around preventing violence and help measure progress. Download the guidebook at www. preventioninstitute. org/unitylinks.

"We look at the corner stores and liquor stores, at the built environment, because violence is related to unemployment, poverty, language access, to whether someone can be involved in the community and trust government agencies. That is why collaboration is so important; tackling all these issues means linking up with other groups and other departments to improve safety. It produces better outcomes."

—AMELIA BARILE-SIMON
SAN DIEGO COUNTY HEALTH
AND HUMAN SERVICES AGENCY

4. Addresses Risk and Resilience Factors

Research has identified specific aspects of people and their environments that are associated with violence and safety. In public health, these elements are called risk factors and resilience, or protective, factors.

Risk factors are conditions or characteristics of individuals, relationships, communities and society that increase the likelihood that violence occurs. Resilience, or protective, factors are conditions or characteristics of individuals, relationships, communities and society that decrease the likelihood that violence occurs. Resilience factors can protect against violence taking place, even when risk factors are present.✻❖

It is the overwhelming accumulation of risk factors without compensatory resilience factors to protect against the likelihood of violence that puts people and communities in jeopardy.★ Violence is complex, and the combination, frequency and severity of risk factors influence whether problems develop. Multiple risk and resilience factors interact to make violence more or less likely in a community, in society and among individuals.

Risk and resilience factors are essential to preventing violence and inform a multi-sector approach. Many different sectors are responsible for addressing the range of factors associated with community violence. Risk and resilience factors closely associated with violence are listed on page 19.

✻ Bradley RH, Whiteside L, Mundfrom DJ, Casey PH, Kelleher KJ, Pope SK. Early indications of resilience and their relation to experiences in the home environments of low birthweight, premature children living in poverty. Child Development. 1994;65:346-360.

❖ Smith C, Lizotte AJ, Thornberry TP, Krohn MD. Resilient youth: identifying factors that prevent high-risk youth from engaging in delinquency and drug use. In: Hagan J, ed. Delinquency and Disrepute in the Life Course: Contextual and Dynamic Analyses. Greenwich, Conn: JAI Press; 1995:217-247.

★ Garbarino J. Personal communication, March 2002.

RESILIENCE FACTORS

These resilience factors are protective against violence and can counteract the impact of risk 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

These risk factors increase the likelihood that violence will occur:

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

"The fact that the effort is multi-sector and that we have elevated the public health approach is going to take us far. We looked at the issue of violence from all perspectives, and we recognized that we need comprehensive solutions."

—C. Anneta Arno
Louisville Metro Department of Public Health and Wellness

INSTRUCTIONS: Think about how your city or community would answer the following questions. Jot notes in the spaces provided.

• What are the most significant risk factors for violence in your city or community?

• Which resilience factors might be most protective against violence in your city or community?

• Which sectors, departments or agencies have a role in addressing the risk factors you just identified?

• Which sectors, departments or agencies have a role in promoting the resilience factors you just identified?

The Promise of Prevention and a Multi-Sector Approach

The activities in this chapter covered the four characteristics of the public health approach to clarify the need for multiple sectors to be involved in preventing violence. In recognition of this reality, communities around the country are calling on various sectors, agencies and departments to participate in comprehensive approaches to prevent violence. The final two activities in this chapter reinforce how a shared vision for a safer community requires the involvement of many sectors, and the reasons why your community may benefit from a multi-sector approach.

YOUR TURN

When the City of Oxnard, Calif., developed its violence prevention plan, community groups came together with city and county leaders to develop this vision: "A thriving Oxnard in which all people feel safe and all young people have hope and opportunity, supported by caring adults, strong families and empowered communities."[16]

INSTRUCTIONS: List the sectors you think should be involved to make this vision a reality for Oxnard or any community with a similar vision. Sectors and departments may include: community services (such as parks and recreation and the library), justice, economic (such as workforce development), education, housing, planning and zoning, public health, public works, social services, transportation, governance (e.g., the mayor's office), business, the faith community and the news media.

INSTRUCTIONS: List at least three reasons that multiple sectors should be involved in community-based or city-wide efforts to prevent violence.

COLLABORATION MULTIPLIER
Finding Win-Wins in Multi-Sector Collaboration

"We were all sitting around the table, figuring out what each of us would do to address the unacceptable rates of violence in the city. I said that we, as the public health department, could do surveillance. The cops around the table sat up straight. One of them looked at me and said, "That's our job."" *

—Public Health Epidemiologist

About Collaboration Multiplier

Collaboration Multiplier lays the groundwork for effective multi-sector collaboration. This step-by-step process helps diverse disciplines understand each other's perspectives and contributions to the partnership, which results in more coherent collective action and greater impact. To maximize benefits and overcome multi-sector challenges, Collaboration Multiplier:

1. Promotes understanding about diverse partners: The information-gathering phase collects specific information about each partner and this information is shared across the collaborative. Continuing dialog throughout the process promotes deeper understanding among partners.

2. Clarifies similarities and differences: The Collaboration Multiplier grid allows for direct comparisons across sectors to understand what various sectors have in common and where they diverge.

3. Supports relationship- and trust-building: The Collaboration Multiplier process creates the opportunity for diverse partners to build relationships with each other and to cultivate trust across the collaborative group and among participants.

4. Identifies collective strengths and missing expertise: In practice, collaboration helps identify key sectors and determines what expertise is represented or missing.❖† Collaboration Multiplier provides a structured process for this by mapping specific information, identifying where there may be gaps, and suggesting how to fill them by clarifying who else is needed.

5. Delineates collective resources at the table: The Collaboration Multiplier grid accounts for a range of resources including funding sources, data, partners and training.

6. Fosters a shared vision, goals, language and understanding: Setting a shared agenda is essential in a multi-sector collaborative effort. The information collected in a Collaboration Multiplier grid sets the stage for an analysis, whereby a common understanding of the problem and the solutions leads to a shared vision and goals.

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* For police, surveillance means observing people and situations to monitor and investigate criminal activity. For public health, surveillance is the ongoing, systematic data collection and analysis to track community health and prevent outbreaks of illness, injury and disease.

❖ Crosby, B.C., Bryson, J.M. (2005) A Leadership Framework for Cross-Sector Collaboration. Public Management Review V7:2, 177-201

† Rod, R.M., Paliwoda, S.J. (2003). Multi-sector collaboration: a stakeholder perspective on a government, industry and university collaborative venture. Science and Public Policy, v30:4:273–284.

7. Establishes shared outcomes and joint strategies: The Collaboration Multiplier analysis results in a set of shared outcomes and strategies that span the entire partnership or can be accomplished by sub-sets of partners. In addition to developing joint strategies, Collaboration Multiplier brings multiple players to solve different aspects of one problem.

8. Identifies solutions that solve multiple problems: By focusing on outcomes desired by multiple sectors, Collaboration Multiplier supports diverse partners in identifying strategies that address the needs of multiple partners and solve multiple problems simultaneously.

9. Helps clarify the contributions and roles of each partner, while helping to manage credit and accountability issues: Phase II of Collaboration Multiplier, the analysis, clarifies the specific strategies as well as the appropriate role of appropriate partner in achieving the solutions. This clarity helps hold each sector accountable for its contributions and also credit individual accomplishments. Further, the collective nature of implementing a multi-sector plan promotes the sharing of credit, as members come to realize that the group is accomplishing more than any single sector could.

10. Establishes a foundation for shared measurement and a vehicle to overcome confidentiality and proprietary considerations: The Collaboration Multiplier grid identifies the range of data sources that can be brought to bear on the problem and on the potential solutions, thus clarifying the need for a diversity of data. In fact, combining data from each participating sector allows for more complete understanding. The Collaboration Multiplier process sets the stage for trust and buy-in so that partners are more likely to engage in the difficult process of sharing, aggregating and coordinating data in order to achieve outcomes.

The steps in the Collaboration Multiplier process are grouped into two phases:

• **Phase I:** Information-Gathering collects information based on partnerships perspective about their organization or field of work. This information is compiled and shared with the rest of the partners, priming the group for discussion. Steps in this phase include identifying key players and selecting relevant Collaboration Multiplier categories. A Collaboration Multiplier grid is the typical outcome of Phase I. See pages 26 and 27 for a sample grid, and see Appendix C for a blank grid, page 273 in Part 4 of this guide. For guidance on reading the sample grid, see page 28. Refer to pages 11 and 12 of the companion document to appreciate how useful a completed grid can be (see the Read More box).

• **Phase II:** Collaboration Multiplier Analysis convenes the participants for a discussion on information collected in Phase I, and forges a path toward a shared approach. Steps in this phase include developing strategies for

greater impact and agreeing on next steps. A completed Collaboration Multiplier analysis worksheet is the typical outcome of Phase II. See pages 30 and 31 for a sample analysis, and see Appendix C for a blank worksheet, page 274 in Part 4 of this guide. For guidance on reading the sample analysis, see page 29.

The following section walks you through the steps in these two phases for your city or community.

YOUR TURN

Challenges to Multi-Sector Collaboration

All coalitions and collaborative efforts are challenging and multi-sector collaborations face many of the same challenges other collaborative groups. In many cases, these challenges play out in similar ways to any collaboration. However, multi-sector collaborations also experience unique dynamics, which are easier in some ways and more difficult in others.

INSTRUCTIONS: Check the challenges that you think may arise for your multi-sector group.

Understand and Leverage Differences across Sectors

☐ **Forge a shared language for sectors to communicate with each other:** Sectors have different definitions and understandings of key terms.* A lack of common language can hinder communication, understanding, and the ability to see benefits of working together.

☐ **Bridge differences across sectors:** Organizations representing different sectors have different missions, values and mandates; utilize different work styles, management styles and modes of operation; and abide by different administrative boundaries, laws and regulations, and budgets. All these dimensions contribute to varying comfort levels and expectations for the process and outcomes, potential partners, timelines, strategies and solutions.

☐ **Build trust and overcome preconceived notions about other sectors:** Representatives from any one sector may hold assumptions or stereotypes about any other sector. This can result in misunderstanding across sectors, a lack of confidence in what others can contribute, reservations about the motives of others, and barriers to open engagement.❖

Partnership Buy-In

☐ **Find a common agenda to advance collectively:** The divergent interests of multiple sectors make it challenging to meet the needs of everyone.*

☐ **Share credit and expand ownership for shared solutions:** One or more sectors may have a real or perceived need for some degree of credit in achieving goals associated with the work of the collaborative group, thus creating tension.†

☐ **Balance the engagement of sectors with different levels of accountability:** The nature of accountability for outcomes drives participation in two ways: 1) For sectors that are held most accountable for outcomes associated with the collaborative group's efforts, these participants will want to maintain a high level of control, and 2) For sectors who have little or no accountability related to the issues being addressed, it is much more challenging to keep them engaged.

(Continued from page 24)

Shared Measurement

☐ **Measure the problem and progress:** Establishing a common set of measures to monitor performance, track progress toward goals, and learn what is or is not working takes effort.[†][*] Sectors typically have their own data sets, systems, technological equipment and software, and their jurisdictional and outcome metrics differ from each other.

☐ **Overcome confidentiality barriers and proprietary information:** Different sectors are bound by differing legal regulations and ethical considerations. Often, data is confidential or a particular partner may consider its data proprietary and feel comfortable sharing it.

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[*] Kania, J., Kramer, M. (2011). Large-scale social change requires broad cross-sector coordination, yet the social sector remains focused on theisolated intervention of individual organizations. Collective Impact. Stanford Social Innovation Review. http://www.ssireview.org/articles/entry/collective_impact.

[❖] Dawes, S. S., Eglene, O., (2008). New models of collaboration for delivering government services: A dynamic model drawn from multi-national research. Center for Technology in Government University at Albany/SUNY.

[*] Sonnenwald, D.H., Pierce, L.G. (2000). Information behavior in dynamic group work contexts: interwoven situational awareness, dense social networks and contested collaboration in command and control. Information Processing and Management 36 461±479.

[†] Rod, R.M., Paliwoda, S.J. (2003). Multi-sector collaboration: a stakeholder perspective on a government, industry and university collaborative venture. Science and Public Policy, v30:4: 273–284.

[*] Kramer, M., Parkhurst, M., and Vaidyanathan, L., Breakthroughs in Shared Measurement and Social impact, FSG, 2009.

Sample Grid for Preventing Violence

This grid summarizes the Collaboration Multiplier categories for seven sectors that have a role in preventing violence. Read across a row for how sectors may respond differently to the information-gathering questions,

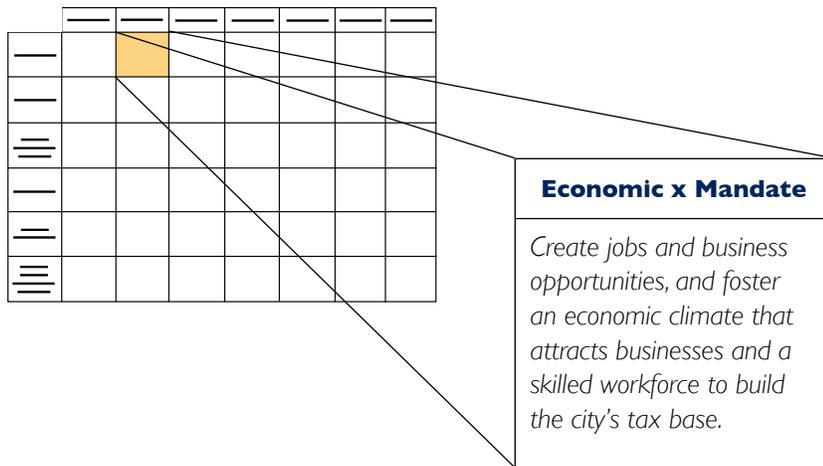|	Community Services	Economic	Education
Mandate	Ensure neighborhoods are vibrant, livable places that support thriving community life, and connect residents to city services and resources.	Create jobs and business opportunities, and foster an economic climate that attracts businesses and a skilled workforce to build the city's tax base.	Prepare students for success in later life by imparting knowledge and skills through high-quality instruction.
Main Activities	Offer classes, athletics, recreation and library programs; cultivate neighborhood-based leadership; and maintain recreation facilities and public event spaces.	Assist and train businesses, investors, entrepreneurs and workers; inform the city's strategic plan; and buy, sell and develop real estate.	Educate children using approved curriculum, support teachers in providing quality instruction, and assess students' mastery and knowledge.
Primary Organizational Goals	Diverse recreational and learning opportunities for residents; clean, safe and well-utilized facilities; and public participation in decision-making.	Job opportunities and gainful employment for workers; a robust, stable local economy; and businesses that are appealing and accessible.	High student academic achievement, high graduation rates, and strong student connection to school.
Audience	All residents and community organizations that serve residents.	Employers, entrepreneurs, job-seekers and workers who want to enhance their skills.	Students and their families, and community organizations that serve children and youth.
Sample Data Collected	• Facilities usage rates • Participation in programs and events • Requests for services, number of clients served • Perceived safety and crime in parks and around libraries	• Unemployment rate, income distribution and average wages • Revenue from business and sales tax • Job growth and number of local employers • Trends in the real estate market and hotel business	• Academic achievement and graduation rates • School connectedness • Attendance, truancy, and disciplinary actions • Student perceptions of school safety, and reports of physical fighting
Sample Desired Outcomes from a Multi-Sector Effort to Prevent Violence	• Decreased crime and violence in and around facilities. • Increased participation in programs, facilities usage, access to programs and facilities, and literacy.	• Decreased unemployment. • Increased number of new businesses locating to the city, and positive perceptions of the city. Increased new jobs and skilled employees.	• Decreased absences, suspensions and drop-out rates, and gaps in academic achievement by race and other factors. • Increased engagement of families, teacher training, and activities that students find meaningful.

and read down a column for in-depth information on a specific sector. For a Collaboration Multiplier
analysis of how four of these sectors can come together to prevent violence, see pages 30 and 31.

Governance	Justice	Public Health	Social Services
Ensure that government improves residents' lives and works for the people, by overseeing the operation of municipal government.	Protect the public, maintain order, deter crime, sanction those who violate the law, and supervise and rehabilitate them.	Protect the public's health by preventing disease, illness and injury, and by creating community conditions that promote health and wellness.	Aid and protect vulnerable populations through comprehensive services designed to improve well-being and self-sufficiency.
Formulate and carry out policies and laws, approve budgets and administer programs, and gather input and communicate with the public.	Respond to crimes in progress and conduct investigations. Oversee trials, diversion, sentencing and appeals. Support people on parole or probation.	Coordinate efforts to prevent specific injuries and diseases, monitor the population's health, and develop and enforce laws and regulations that keep people healthy and safe.	Provide crisis services, including case management and emergency food, clothing, utilities, child care and safe shelter; and oversee foster care and adoption.
Smooth municipal functioning and efficient governance, an attractive city where people want to live, work and visit, and strong ties with the public.	A city free of crime and disorder, justice and fair punishment of guilty individuals, and self-sufficient rehabilitated ex-offenders.	Improved community health, policies and partnerships that promote population health, and accessible, effective programs and services.	Individuals of vulnerable groups who are safe and self-sufficient, and accessible, effective programs and services.
Residents, potential residents, visitors and businesses within city or county limits.	All residents and visitors; victims, defendants and their families; and people on probation and parole.	All residents and visitors within the jurisdiction.	Vulnerable individuals, including people who are homeless, in foster care, and older adults.
• Resident opinions, including of government performance • Measures of civic participation • Information about city and county workforce, such as hiring and retention	• Reported violent crimes • Information about victims and perpetrators • Status and outcomes of cases and appeals • Recidivism rates and the progress of formerly-incarcerated people toward self-sufficiency	• Statistics on causes and rates of death, mental health, and injury • Rates of diseases, deaths, chronic conditions, and health behaviors • Health services usage and participation in community programs	• Reports of domestic violence, including child and elder abuse • Requests for services and participation in programs • Clients' needs assessments
• Decreased homicides and shootings. • Increased civic participation, tax revenue. Improved perception of safety and of city government as fair, effective and responsive to residents' concerns.	• Decreased violent crime rates, recidivism, number of juvenile of-fenders, and complaints. • Improved community relations and perception of safety. Increased employment among those with criminal records.	• Decreased violence-related injury, re-injury, death and trauma. • Improved physical, mental and behavioral health, health equity, and perceptions of safety. Strong partnerships and community relationships.	• Decreased contact between clients and law enforcement. Decreased reports of child abuse, family violence and other forms of violence. • Improved parenting skills, school attendance and health.

Decoding the Sample Grid

This provides guidance on how to read the sample grid on pages 26 and 27.

Economic x Mandate

Create jobs and business opportunities, and foster an economic climate that attracts businesses and a skilled workforce to build the city's tax base.

This square summarizes the mandate of the Economic Sector, what it is held accountable for and expected to do. The Economic Sector includes departments such as workforce development. For detailed information about this sector, see page 94 in Part 3 of this guide.

Community Services x Activities

Offer classes, athletics, recreation and library programs; cultivate neighborhood-based leadership; and maintain recreation facilities and public event spaces.
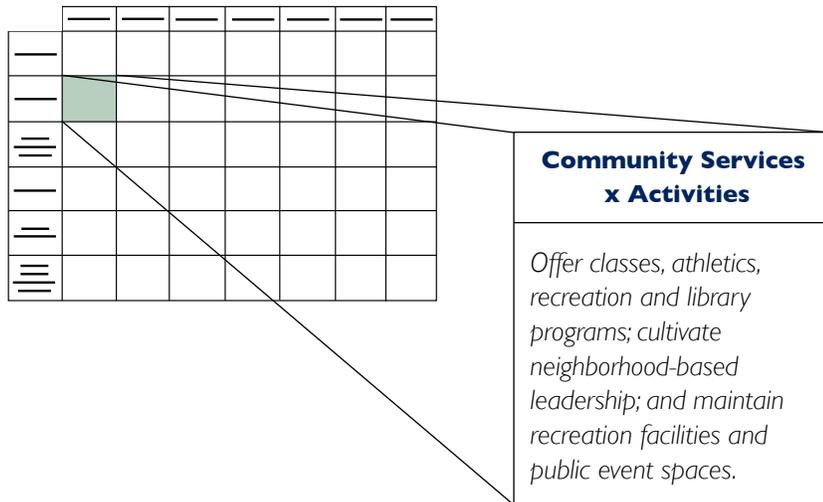
This square describes the main activities of the Community Services Sector, what departments such as the library and parks and recreation do day to day. For detailed information about this sector, see page 70 in Part 3 of this guide.

Education x Desired Outcomes

• Decreased absences, suspensions and drop-out rates, and gaps in academic achievement by race and other factors.
• Increased engagement of families, teacher training, and activities that students find meaningful.
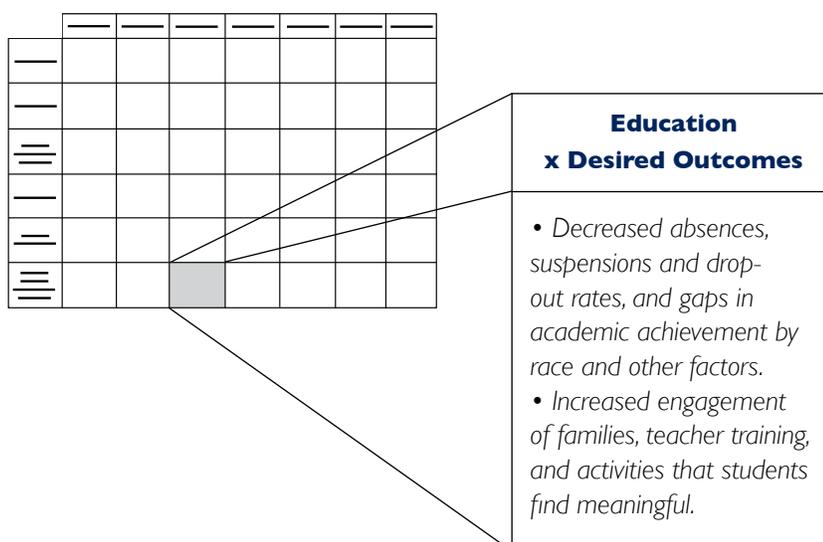
This square lists some of the desired outcomes of the Education Sector. This is what schools would like to see and what would make its participation in a multi-sector effort to prevent violence worthwhile. For detailed information about this sector, see page 107 in Part 3 of this guide.

Decoding the Sample Analysis

This explains the components of the sample analysis on pages 30 and 31.

The content of a Phase I grid informs the analysis in Phase II. The sample analysis pulls information from the sample grid, such as the mandate, activities and desired outcomes for four sectors. The specific sectors will vary based on what you are trying to achieve and who is at the table

Community Services

Education

Economic

Shared Outcomes
What can be achieved together?

Collective Strengths and Assets
What partner strengths can the collaborative group utilize?

Joint Strategies
What strategies can two or more partners work on together?

Public Health
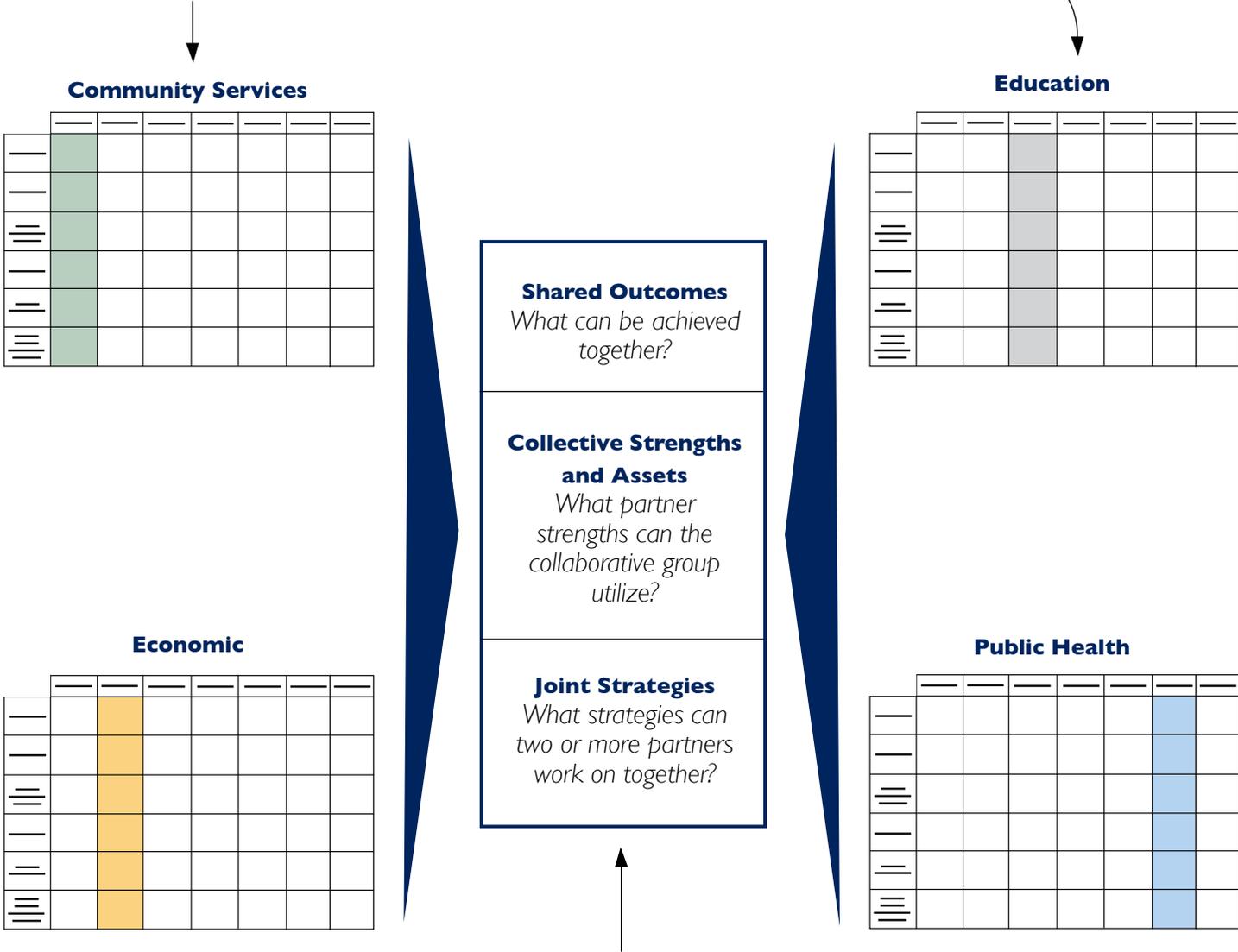
The information about each sector gathered in Phase I shapes the discussion on shared outcomes, collective strengths and assets, and joint strategies. The conversation with your collaborative group should answer these questions about the added value of a multi-sector collaborative group for preventing violence and how you will work toward this goal together.

Sample Analysis for Preventing Violence

This worksheet summarizes a Collaboration Multiplier analysis for how four sectors can come together to prevent violence. This sample analysis draws upon the information captured in the grid on pages 26 and 27.

Community Services

Mandate
Ensure neighborhoods are vibrant, livable places that support thriving community life. Connect residents to city services and resources.

Activities
Offer classes, athletics, recreation and library programs; cultivate neighborhood-based leadership; and maintain recreation facilities and public event spaces.

Desired Outcomes
Decreased crime and violence in and around facilities. Increased participation in programs, facilities usage, access to programs and facilities, and literacy.

Economic

Mandate
Create jobs, business opportunities, and an economic climate that attracts businesses and a skilled workforce to build the city's tax base.

Activities
Assist and train businesses, investors, entrepreneurs and workers; inform the city's strategic plan; and buy, sell and develop real estate.

Desired Outcomes
Decreased unemployment and recidivism among formerly-incarcerated individuals enrolled in job training. Increased positive perceptions of the city, new jobs and skilled employees.

Shared Outcomes
What can be achieved together?

- Safe passages to and from home, school and after-school activities at libraries, parks and youth-serving organizations, with local businesses as safe zones.

- Establish a cradle-to-career pipeline to replace the cradle- and school-to-prison pipeline.

- A business improvement district that also prioritizes youth apprenticeships and internships that support school curriculum and classroom learning.

- Safe places to play, work and learn.

Collective Strengths and Assets
What partner strengths can the collaborative group utilize?

- Various data sets that tell more when combined than separately.

- A wide range of partners and networks to engage and contribute to solutions.

- Diversified funding streams and revenue sources.

- A mix of physical locations that can be transformed into safe places, so they serve as community assets. Increased use of schools, parks, libraries, stores and worksites can change a neighborhood's reputation and help shift norms around safety.

Sample Analysis for Preventing Violence

(Continued from page 30)

Education

Mandate
Prepare students for success in later life by imparting knowledge and skills through high-quality instruction.

Activities
Educate children using approved curriculum, support teachers, and assess students' mastery and knowledge.

Desired Outcomes
Decreased gaps in academic achievement, absences, suspensions and drop-out rates. Increased engagement of families, teacher training, and activities that students find meaningful.

Joint Strategies

What strategies can two or more partners work on together?

- Through a shared use agreement, open school facilities for community use in late afternoons and evenings and on weekends.
- Coordinate the efforts of youth-serving organizations and community-based groups so programs complement school activities and supplement the curriculum.
- Provide services on school campuses to students and their families and neighbors.
- Expand Safe Routes to School programs so they also address gangs, graffiti and blight, and alcohol density. Recruit local businesses and train employees to ensure students and residents are not harassed near shops.
- Ensure that pedestrians feel safe in shopping districts and that these spaces are clean and accessible. Businesses can sponsor pro-social street events and community programs.
- Connect youth to internships and apprenticeships, and fund micro-enterprises that address gaps in neighborhood services and encourage youth employment.

Public Health

Mandate
Protect the public's health by preventing illness and injury, and by creating community conditions that promote wellness.

Activities
Coordinate efforts to prevent injuries and diseases, monitor population health, and develop policies that keep people healthy and safe.

Desired Outcomes
Decreased violence-related injury, re-injury, death and trauma. Improved physical, mental and behavioral health, health equity, and perception of safety. Strong partnerships and community relationships.

Applying Collaboration Multiplier

This section includes self-guided activities that walk readers through the Collaboration Multiplier process. To get the most out of these activities, readers may want to complete this section with up to three colleagues.

Phase I: Information Gathering

Step 1. Draft a Vision and Goal
Step 2. Choose Partners
Step 3. Select Categories for Information-Gathering
Step 4. Self-Reflect
Step 5. Compile Individual Responses
Step 6. Share Perspectives
Step 7. Finalize a Phase I Grid

LEARN FROM OTHERS

Semillas de Esperanza, Denver

A Denver city councilmember started a partnership in his Westwood neighborhood when he saw an opportunity to bring together organizations working separately but on related issues. The Semillas de Esperanza project, or Seeds of Hope, links strategies that prevent violence with efforts to promote healthy eating and active living.

The Gang Rescue and Support Project worked with closely with the local public health department and other community organizations to establish an organic urban farm and a job training program for at-risk youth and former gang members. The juvenile justice system refers young people to learn sustainable agriculture, community outreach and how to run a small business. Youth and residents also work together to beautify the neighborhood by removing graffiti and painting art murals around the themes of community and unity. By training youth leaders and offering employment, the coalition promotes the local economy, increases community connections, and makes fresh fruits and vegetables more readily available, since the produce grown on the farm is sold at a neighborhood farmers' market. The partners leveraged their coalition status and strong relationships to secure additional funding.

Six groups in West Denver participated in a Collaboration Multiplier activity as one of the Convergence Partnership pilot sites. See pages 42 and 43 for a Collaboration Multiplier grid loosely based on this example that summarizes the unique contributions of each partner. The corresponding analysis worksheet with joint strategies is on pages 50 and 51.

Step 1. Draft a Vision and Goal

The most effective efforts to prevent violence typically start with a vision. The process of creating a vision can engage a broad group of partners. At this stage, drafting a vision and goal informs the selection of partners. For the purpose of these activities, start with your city or community's vision, create your own, or use the example provided.

👉 **YOUR TURN FOR STEP 1**
Draft a Vision and Goal

INSTRUCTIONS: Draft a vision. Check one of the options below and keep this vision in mind for all the activities in this section.

☐ Write your city or community's safety-related vision:

☐ Create your own vision for your city or community related to safety:

☐ Borrow the vision of the City of Oxnard and insert the name of your city or community in the space provided: "A thriving _____ in which all people feel safe and all young people have hope and opportunity, supported by caring adults, strong families and empowered communities."

LEARN FROM OTHERS FOR STEP 1
Draft a Vision and Goal

Examples of goals from various city and county plans to prevent violence:

- **Alameda County, Calif.** Foster safe and vibrant neighborhoods
- **Baltimore.** Increase collaboration and communication between and among police, schools, social service, faith-based programs, community-based programs, and youth
- **Boston.** Promote city-wide civic engagement focused on youth violence reduction
- **Chicago.** Reduce violence in Chicago by 50 percent by 2020
- **Detroit.** Help youth see a positive future
- **Houston.** Coordinate data systems to measure community-level indicators associated with youth violence
- **Louisville, Ky.** More young people graduating from high school college ready and entering college
- **Minneapolis.** Unlearn the culture of violence
- **New Orleans.** Promote civic engagement to support the reduction of violence amongst young black males
- **Oxnard, Calif.** All schools have coordinated support for at-risk youth
- **Portland, Ore.** Increase positive future orientation among youth
- **Seattle.** 50-percent reduction in juvenile violent crime court referrals in the three network neighborhoods
- **Salinas, Calif.** All residents have access to living wage employment and the necessary social and work support systems in order to provide for their families

YOUR TURN FOR STEP 1
Draft a Vision and Goal

INSTRUCTIONS: Draft one goal to prevent violence in your city or community. The goal should support achieving the vision you selected on page 33. Develop your own or select a goal from the Learn from Others box above.

Goal:

Step 2. Choose Partners

The vision and goal you drafted will inform the types of partners to include
in the multi-sector collaboration to prevent community violence.

👉 **YOUR TURN FOR STEP 2**
Choose Partners

INSTRUCTIONS: Choose three partners who will work with you toward the goal you drafted on page 34.
Select a range of partners, since you will practice understanding this issue from their perspectives.

Your Organization:

Partner 1:

Partner 2:

Partner 3:

Refer to the other workbook, Part 3 of this guide, for help identifying the sectors, agencies and departments
that could help achieve your goal.

Step 3. Select Categories for Information-Gathering

Understanding partners' diverse perspectives and potential contributions helps maximize the group's impact and the likelihood of improved outcomes. The following questions help you make educated guesses about your partners' priorities and perspectives:

- **Importance of this issue:** What is this partner's mandate? For what is it held accountable? Why might preventing violence be important to this partner?
- **Organizational benefit:** What does this partner gain from participating in a multi-sector effort to prevent violence?
- **Organizational goals:** Of this partner's goals, which relate to safety and preventing violence?
- **Audience:** Who is the primary audience or constituency this partner serves?
- **Partnerships:** Which other participants can this partner bring to the table?
- **Data.** What relevant data can this partner access, and how are they collected and analyzed?
- **Assets and strengths:** What resources can this partner bring to the table, such as unique skills, staff, training capacity, or funding?
- **Expertise:** What unique expertise does this partner bring to the table?
- **Desired outcomes:** What specific results or outcomes would this partner like to see to make participation worthwhile? What does success look like for this partner?
- **Strategies and activities:** Which of this partner's current strategies and activities relate to preventing violence?

INSTRUCTIONS: Decide on the Collaboration Multiplier categories that could enhance shared understanding and pave the way for joint action. What kinds of information about potential partners would be helpful? Check the Collaboration Multiplier categories for information you want to collect.

☐ Importance of this issue   ☐ Assets and strengths

☐ Organizational benefit   ☐ Expertise

☐ Organizational goals   ☐ Desired outcomes

☐ Audience   ☐ Strategies and activities

☐ Partnerships   ☐ Other: _____

☐ Data   ☐ Other: _____

Step 4. Self-Reflect

Once you have selected the most relevant Collaboration Multiplier categories for information-gathering, reflect on how you or your organization would answer these questions.

👉 **YOUR TURN FOR STEP 4**
Self-Reflect

INSTRUCTIONS: For each of the key pieces of information, identify what you or your organization can contribute to a multi-sector approach that prevents violence.

- Importance of this issue: Why might preventing violence be important to your organization?

- Organizational benefit: What does your organization gain from participating in multi-sector effort to prevent violence?

- Organizational goals: Which of your goals relate to safety and preventing violence?

- Audience: Who is your primary audience? What constituency do you serve?

- Partnerships: Which other participants can you bring to the table?

(Continued from page 38)

- Data: What relevant data do you access, and how are they collected and analyzed?

- Assets and strengths: What resources can your organization bring to the table, such as unique skills, staff, training capacity, or funding?

- Expertise: What unique expertise does your organization bring to the table?

- Desired outcomes: What specific results or outcomes would you like to see to make participation in your coalition worthwhile? What does success look like?

- Strategies and activities: Which of your current strategies and activities relate to preventing violence?

Step 5. Compile Individual Responses

Now that you've considered what your organization can contribute to a multi-sector approach, think about what your partners bring to the table.

YOUR TURN FOR STEP 5
Compile Individual Responses

INSTRUCTIONS: Compare how your contributions described on pages 38 and 39 compare to that of your partners. In the top row for partners A, B and C, write the names of the partners you identified on page 35. Working across the second row, identify the expertise your partners bring to the table, as well as their desired outcomes and relevant strategies and activities. Fill in the appropriate boxes in the grid, and select up to two more information-gathering categories from the list on page 36 that you would like to consider right now.

	Your Organization:	Partner A:
Expertise		
Strategies and Activities		
Desired Outcomes		

(Continued from page 40)
Refer to the other workbook, Part 3 of this guide, for additional information about the partners you selected. The Collaboration Multiplier grid on pages 26 and 27 summarizes the mandate, main activities, primary organizational goals, audience, sample data, and sample desired outcomes for the following sectors—community services, justice, economic, education, governance, public health, and social services.

Partner B:	Partner C:

This example is based on an effort to simultaneously prevent violence and promote healthy eating and active living (HEAL) in a Denver neighborhood affected by gang violence. This neighborhood had more liquor stores than grocery stores and the least park acreage per thousand people in the city. Representatives of some of these partners answered the information-gathering questions with this specific project in mind.

	City Council	Gang Prevention and Intervention	HEAL, Community Development
Importance of this Issue	Violence powerfully affects people's lives, and food deserts undermine health. Health and safety are priorities for residents.	Violence is linked to neighborhood and family conditions, including the availability of alcohol, drugs and jobs.	Violence has a direct impact on whether or not people venture outside to be active. Violence discourages investment in communities.
Main Activities	Formulate and carry out policies and laws. Approve budgets and administer programs. Communicate with the public, and meet with stakeholders to gather input on local priorities.	Conduct outreach. Provide support services and pro-social activities in safe settings, and make referrals to gang-involved youth and their families. Use graffiti art and murals to share positive community messages.	Organize residents to reduce graffiti and illegal dumping; increase social networks to promote neighborhood resiliency; develop gardens at schools; and train and certify residents as exercise instructors.
Organizational Goals	Create an attractive city where people want to live, work and visit. Build strong ties with the public. Ensure that government improves residents' lives, functions smoothly and efficiently, and works for the people.	Connect with boys and girls at risk for gang involvement and offer positive alternatives. Support youth in leaving the gang lifestyle and in making good choices. Mobilize residents to take back their neighborhoods.	Increase safe community access to healthy food and active living. Increase by 10 percent the number of people who eat fresh fruits and vegetables and who engage in physical activity at recommended levels.
Assets and Strengths	An overarching vision and high-level platform. Ability to convene high-level leaders, demand accountability, and integrate related initiatives across departments.	Trusting relationships with youth and first-hand knowledge of their struggles, needs and concerns. Mobilizing residents. Positive alternatives to gang life.	Facilitating and creating community connections. Funding for mini-grants, food and meetings. Gardening supplies and materials.
Data Collected	• Resident opinions, including of government performance • Measures of civic participation • Calls from constituents	• Number of referrals for support groups • Recidivism • Number of young people who leave the gang life	• Survey data on behaviors and habits related to eating and activity
Desired Outcomes from a Multi-Sector Effort	Vibrant, livable neighborhood with parks, grocery stores and other places that support thriving community life. Increased perceptions of safety and improved health outcomes.	Decreased gang violence and crimes perpetrated by youth. Safe streets and community spaces. Increased jobs and meaningful activities for at-risk youth. Increased neighborhood beautification projects.	Address violence as a barrier to healthy eating and active living. Ongoing relationships and clear communication. Connection to a group that prevents violence so as to integrate initiatives and engage at-risk youth.

(Continued from page 42)

Read across a row to appreciate the variety of responses, and read down a column for in-depth information on a specific partner. See pages 50 and 51 for a Collaboration Multiplier analysis of how these six organizations came together, and read the Learn from Others box on page 32 for an overview of this multi-sector initiative in Denver.

Health Education	Public Health	Urban Agriculture
Violence and unhealthy foods harm children, youth and families, so holistic health education must include safety, healthy eating and active living.	Lack of access to healthy food and lack of safety are linked to poor health outcomes, and disproportionately affect the most vulnerable populations.	Healthy eating and preventing violence go hand in hand. When the community is a safe place, it is easier to ensure food security.
Train promotoras and community health works. Outreach at community events. Help community members navigate the health system. Manage programs to prevent and address addiction, family violence, and chronic diseases such as diabetes.	Provide education, resources and training on the intersection of preventing violence and promoting HEAL. Facilitate systems and policy changes that link efforts to prevent violence with those that promote HEAL, such as through youth development and employment.	Build urban farms that produce fresh, healthy food and are safe places for the community to gather. Train resident-leaders. Reach a multi-generational audience, including youth who have been involved in the juvenile justice and probation systems.
Improve people's health, wellness and quality of life through holistic health education and access to health services. Develop relevant, culturally-grounded programming so hard-to-reach, at-risk populations have options to protect their health.	Increase awareness of the potential of preventing violence to advance other public health priorities. Increase resources to simultaneously prevent violence and promote HEAL. Increase the effectiveness of public health systems and programs.	Increase food security in low-income neighborhoods. Increase access to healthy food and decrease barriers to healthy eating.
Understanding of health equity and protective factors. Building space for events and meetings. A community of acceptance and support for those who have experienced loss and pain.	Trusted by the community and other city agencies, has established relationships. Can lend credibility, share data and dedicate staffing to further this effort.	Well-established, respected program. Strong infrastructure for communication, outreach and education. Connections with residents who can provide input and build community support.
• Comprehensive evaluation of curriculum on healthy eating, wellness, heart health and diabetes	• Number of new partners committed to this project • Resources generated • Changes to systems and policies related to this project's activities	• Results from pre- and post- youth survey measuring changes in related behaviors and attitudes
An established core group of promotoras and community health workers who can advance health equity. Increased knowledge and practice of indigenous ways that promote wellness. Decreased language and cultural barriers to accessing health services.	Increased communication about the links between preventing violence and promoting HEAL. Shared decision-making and recognition for the contributions of specific partner organizations toward shared goals. Aligned and additional funding.	Long-term partnerships to support policy change. Enhanced ability to achieve ambitious goals. Additional support due to reporting violence prevention as an outcome of efforts to increase access to healthy food. Opportunities to replicate pilot project elsewhere.

Step 6. Share Perspectives

The previous activities were designed for you to work through on your own. The following activities can help you assess what will appeal to potential partners before you reach out to them. These activities may be used to shape, affirm, refine or strengthen direct discussions with potential partners. You may also use them to think more deeply on your own or with colleagues about how best to engage others in a multi-sector violence prevention effort.

YOUR TURN FOR STEP 6
Share Perspectives

INSTRUCTIONS: Discuss the following questions with your colleagues or consider them on your own. How might the partners you identified on pages 40 and 41 answer these questions? Feel free to refer to the chapters on specific sectors, agencies and departments for ideas, in Part 3 of this Guide. Jot notes in the space below. You will verify these guesses in Phase II.

- Why might preventing violence beimportant to your partners?

- What do they gain from participating in a multi-sector effort to prevent violence?

- Which of your partners' current strategies and activities contribute to the group's goals?

- What specific results or outcomes would your partners like to see to make participation in this collaborative group worthwhile? What does success look like?

- What is the added value of joining a multi-sector effort to prevent violence? What can be accomplished by working together that your partners cannot achieve on its own?

- What other sectors might be needed to accomplish the identified deserved outcomes?

Step 7. Finalize a Phase I Grid

Use the information you gather in the previous steps to refine and finalize a Collaboration Multiplier grid. You can refine the one you began on pages 40 and 41, or complete the blank grid to add more partners. A blank grid is available in Appendix C on page 273, in Part 4 of this guide.

Phase II: Collaboration Multiplier Analysis

The Phase I set the stage for Collaboration Multiplier Analysis. These next steps involve discussing how to maximize outcomes, and ways to align and leverage various partners' expertise and resources for the greatest impact:

Step 8. Develop a Shared Vision
Step 9. Discuss Implications for Shared Impact
Step 10. Identify Actions
Step 11. Summarize the Collaboration Multiplier Analysis
Step 12. Agree on Next Steps

Step 8. Develop a Shared Vision

Now that multi-sector partners are at the table, it's important to develop a shared vision that reflects the whole partnership.

👉 YOUR TURN FOR STEP 8
Develop a Shared Vision

INSTRUCTIONS: With your multi-sector collaborative group, select a time frame for your vision, e.g., one year, five years or 10 years. Discuss with all partners a shared vision for what you want to accomplish. Vision statements are aspirational, and you may want to refer back to page 33 for the vision you drafted in Phase I. Jot possible words or phrases to include in a shared vision in the space below.

Step 9. Discuss Implications for Shared Impact

Now that you and your potential partners have a better sense of each of other, consider what this means for a multi-sector effort to prevent violence.

👉 **YOUR TURN FOR STEP 9**
Discuss Implications for Shared Impact

INSTRUCTIONS: Discuss the following questions with the multi-sector group. Use the space below to jot notes. Refer to the Collaboration Multiplier grid that you filled out on pages 40 and 41 and consider what this means for your multi-sector effort to prevent violence.

• What can we achieve by working together that we can't do alone? In other words, what is the added value of a multi-sector group?

• What shared results or outcomes do we want to accomplish together?

• Among the partners, what expertise and resources can be used to achieve the desired results?

• What other opportunities and related efforts can be leveraged to achieve the desired results?

• How can each partner organization better align its efforts with the desired results of the multi-sector collaborative group?

Step 10. Identify Actions

Based on what you have learned about your partners, identify actions and strategies to embark upon together.

YOUR TURN FOR STEP 10
Identify Actions

INSTRUCTIONS: Brainstorm potential ways for the collaborative group to achieve greater impact.

•What potential strategies or activities do we want to implement together?

•What are the most important things for the collaborative group to focus on to maximize impact?

Step 11. Summarize Results of Collaboration Multiplier Analysis

It can be useful to capture the main points of the discussions among your partners. Distill down your collaborative group's decisions and conclusions around a shared goal, partners' strengths, and joint strategies.

👉 **YOUR TURN FOR STEP 11**
Summarize Results of Collaboration Multiplier Analysis

GOAL: _____

_____

Shared Outcomes: What can be achieved together?
(Refer to your notes on page 47 in the Your Turn box)

Collective Strengths and Assets: What partner strengths can the collaborative group utilize?
(Refer to your notes on page 47 in the Your Turn box)

Joint Strategies: What strategies can two or more partners work on together?
(Refer to your notes on page 48 in the Your Turn box)

These pages summarize a Collaboration Multiplier analysis for how six groups came together to prevent gang violence and promote healthy eating and active living in a West Denver neighborhood.

City Council

Gang Prevention and Intervention

Healthy Eating, Active Living and Community Development

Shared Outcomes
What can be achieved together?

• Safe community gathering spaces for residents of all ages to play, work and learn together.

• A sense of ownership over shared spaces and pride in one's neighborhood.

• Revitalize the local economy and create job opportunities for youth at risk for gang involvement.

• Robust diversion programs for system-involved youth that promote healing, a sense of belonging and positive community connections.

Collective Strengths and Assets
What partner strengths can the collaborative group utilize?

• Political will and access to people who are mobilized to address food deserts and violence in a historically-disinvested neighborhood.

• Access to land for urban farming, and infrastructure that supports joint work, such as a building space, staffing, supplies and established communications, outreach and education systems.

• Increased credibility with the population that joint strategies are designed to serve.

• Pooled knowledge of indigenous healing practices, youth perspectives, community resilience, and urban gardening.

• Diversified funding streams and revenue sources.

(Continued from page 50)

This sample analysis draws upon the information captured in the grid on pages 42 and 43. Read the Learn from Others box on page 32 for an overview of this multi-sector initiative.

Joint Strategies

What strategies can two or more partners work on together?

• Engage community groups and residents, including youth at risk for gang involvement, to plant and maintain gardens and fruit trees in their yards, at schools and throughout the neighborhood.

• Use community gardens as the venue for various intergenerational events, programs and services-delivery, such as health education and trainings on organizing and advocacy.

• Create meaningful roles for young people at risk for gang involvement to give back to the community, such as by creating murals and other beautification projects.

• Expand employment opportunities for youth at risk for gang involvement and their relatives. Provide trauma-informed trainings on urban agriculture and team problem-solving, and train youth to staff a farmers' market that sells locally-grown surplus produce.

• Raise the profile of this effort and its success, integrate it with other city and county activities, and share positive messages about the neighborhood to improve its reputation.

Health Education

Public Health

Urban Agriculture

Step 12. Agree on Next Steps

After completing the Collaboration Multiplier analysis worksheet, home in on specific actions suggested by the analysis.

YOUR TURN FOR STEP 12
Agree on Next Steps

INSTRUCTIONS: Now that you've identified some strategies, identify who will move the work forward. For each strategy, determine who will take the lead and which partner will play a more supportive role. What actions will get the ball rolling?

Joint Strategies	Partners Responsible	Actions
1.		
2.		
3.		

INSTRUCTIONS: Based on the joint strategies, partners and actions identified on page 49, consider the questions below or discuss them with your colleagues.

• Is there anyone else you should be working with? What other sectors should you engage and recruit to your collaborative group, and why?

• How should you tailor your outreach messages to attract additional sectors and potential partners?

• What else do you need to do to ensure this collaborative group succeeds? What are your next steps?

Collaboration Multiplier is a starting point for appreciating what different sectors can contribute. Using this tool lays the foundation for an organized discussion about what each partner brings to the group and the implications for a joint effort. This process helps the group think more strategically about what it can accomplish and has a "multiplier effect." It creates opportunities for collaborators to align their approaches and achieve more, and creates a formal mechanism for members to tailor their contributions based on their particular expertise and capabilities.