

Reducing Children's Exposure to Violence

Maximizing Outcomes through
Multi-Sector Engagement

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About Prevention Institute

Prevention Institute is a nonprofit, national center dedicated to improving community health and well-being by building momentum for effective primary prevention. Primary prevention means taking action to build resilience and to prevent problems before they occur. Determined to improve health and safety for everyone, Prevention Institute builds prevention and equity into key policies and actions to transform the places where people live, work, play and learn. The Institute's work is characterized by a strong commitment to community participation and promotion of equitable health outcomes among all social and economic groups. Since its founding in 1997, the organization has focused on community prevention, injury and violence prevention, health equity, healthy eating and active living, positive youth development, and mental health and well-being. This and other Prevention Institute documents are available at no cost on our website, www.preventioninstitute.org.

About Futures Without Violence

For more than 30 years, FUTURES has been providing groundbreaking programs, policies, and campaigns that empower individuals and organizations working to end violence against women and children around the world. Providing leadership from offices in San Francisco, Washington D.C. and Boston, we've established a state-of-the-art Center for Leadership and Action in the Presidio of San Francisco to foster ongoing dialogue about gender-based violence and child abuse. Striving to reach new audiences and transform social norms, we train professionals such as doctors, nurses, judges, and athletic coaches on improving responses to violence and abuse. We also work with advocates, policy makers, and others to build sustainable community leadership and educate people everywhere about the importance of respect and healthy relationships. Our vision is a future without violence that provides education, safety, justice, and hope.



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FOREWORD

The Defending Childhood Initiative has underscored the importance of addressing children’s exposure to violence to improve outcomes for children, youth and families. Two key needs that have emerged in this initiative are addressed in two interrelated papers. These are: 1) the need to understand and address the linkages between multiple forms of violence, and 2) the need for strong multi-sector engagement and collaboration.

Based on interviews with and experiences of effective practitioners across the Defending Childhood sites and with others working to reduce exposure to violence, Prevention Institute and Futures Without Violence partnered to develop these papers to inform not only the initiative, but also similar efforts that are underway around the country that have a goal of improving outcomes for children and youth.

A Good Solution Solves Multiple Problems: Exploring Prevention Strategies that Address Multiple Forms of Violence lays out the multiple connections among child abuse, intimate partner violence and community violence. This paper focuses on the interrelationships among forms of violence, the expertise that practitioners working on different fields bring to a shared solution, and the imperative to move beyond silos and take action.

Reducing Children’s Exposure to Violence: Maximizing Outcomes through Multi-Sector Engagement explores the benefits of engaging multiple sectors in reducing traumatic exposures. It examines the benefits for children and youth, as well as for each of the sectors. The health, education and justice sectors, for instance, can’t fulfill their own mandates as effectively when children and youth are exposed to violence. Using a Collaboration Multiplier analysis, this paper details the assets each sector can contribute to a shared effort, the differences that must be bridged, and possible multi-sector strategies.

With its focus on addressing trauma from multiple forms of violence and implementing community-driven strategies, the Defending Childhood initiative presents a unique opportunity—to transform sectors and systems in a way that is responsive to community needs and strengths. At the core of this work is a conviction that children and youth must be protected from experiencing trauma in the first place. Over the last few decades we have been learning a great deal about how to do that—and now is the time to integrate and synthesize these lessons. We all must move upstream together to make this a reality, in Defending Childhood sites and across the country.



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THE IMPERATIVE OF MULTI-SECTOR COLLABORATION TO PREVENT VIOLENCE AND TRAUMA

By focusing on trauma, the Defending Childhood initiative sheds light on all the ways violence may affect young people’s lives. It also illuminates the relationships among various forms of violence. The initiative’s National Task Force on Children Exposed to Violence recommends coming together across settings and disciplines to address this issue. In its 2012 report, the Task Force emphasized the importance of local multi-sector coalitions in five separate recommendations.¹

The Defending Childhood initiative presents an important opportunity to explore the roles of multiple sectors in addressing multiple forms of violence, and to have a greater impact than would otherwise be possible. With special attention to engaging four key sectors—education, health, justice and community—this federal initiative supports eight communities in their efforts to prevent and respond to various forms of violence, including the following: domestic violence, school violence, child abuse and neglect, community violence, gender-based violence, hate violence/racism, historical trauma, and other forms. Each of these sectors could more easily fulfill its mandate and responsibilities if the people and communities it served were not exposed to violence in the first place. Therefore, each sector has a stake in preventing violence. This paper explores how these sectors can reduce violence by collaborating with one other.

Prevention Institute interviewed 16 national experts and local practitioners, including representatives of sites funded by the U.S. Department of Justice through the Defending Childhood initiative and the National Forum on Youth Violence Prevention. This publication summarizes emerging ideas and introduces the Collaboration Multiplier tool as a resource for Defending Childhood sites and other communities seeking to expand their prevention efforts across many forms of violence.

Among the major themes from the interviews is a fundamental shift toward prevention. For example, Jermaine Hardy of the Santa Clara County Probation Department said, “We understand that if we work with kids and their families up front and early on, it prevents them from entering our system and impacts who we see in the future; they’re not in our system now, and we don’t want them to be future clients.” Instead of merely containing the crisis, practitioners want to focus on prevention by influencing risk and resilience factors that cut across multiple forms of violence. “When people don’t have the basic things they need—housing, food, employment, educational opportunities—they often revert to whatever it takes to survive,” said Thea James of the Massachusetts Violence Intervention and Advocacy Program at Boston Medical Center. “If we help families with these things, violence would slow to a halt. Locking everyone up does not make sense; we have to think about prevention as a cultural shift.” Increasingly, the field is aware of the links among multiple forms of violence and pursues multi-sector collaboration as an essential strategy for improving outcomes for children, youth and their communities.

Multiple Forms of Violence Are Interrelated

What the Research Shows

A strong and growing evidence base confirms that multiple forms of violence are interrelated (see Tables 1 and 2). For example, experiencing one form of violence may put an individual at risk for experiencing or perpetrating another kind. Children who experience abuse or neglect or who witness violence at home, for instance, may be bullied at school or join a gang.² Many underlying factors that either increase or decrease the risk of violence are

common to multiple forms of violence, as reported by Child Trends and others.³ A 2014 publication by the Centers for Disease Control and Prevention (CDC) and Prevention Institute identified 23 conditions that make at least four types of violence more likely.⁴ These include a high density of bars and liquor stores, diminished economic opportunities, and weak health, educational, economic and social policies or laws, such as those related to gun availability. Though there is less research on resilience factors, CDC and Prevention Institute identified at least seven factors that reduce the likelihood of three or more types of violence.⁵ These include community support and coordination of resources and services.

What Practitioners Say

Practitioners' first-hand experiences working in partnership with communities validate the research findings:

In lived experience, individuals, families and communities often experience multiple forms of violence at the same time or in succession. Various forms of violence are often understood as distinct, separate phenomena, but in real life, these boundaries don't exist. Gang violence on the street crops up at school, said Julie Young-Burns of Minneapolis Public Schools, and "harm is done outside of school that impacts young people. There is rarely one discrete way that violence comes out in youths' lives." Thea James provided another example: "At the hospital, we primarily interact with those dealing with injuries from gunshots and stabbings, but then we develop a relationship with the person, ask how they got where they are, and we find out there is some other kind of violence going on. It's not just about the physical trauma but the emotional trauma and the violence going on at home."

People harmed by violence are at higher risk for being victimized again and for committing violence in later life. "There's really compelling data that perpetrators of violence are exposed to a lot of trauma before they became perpetrators. We tend not to think about the kids who become aggressive and confrontational as a result of being exposed to trauma. Anger is a common response to trauma, and instead of helping them, we stigmatize them, we discipline them. We enable them to perpetuate trauma and violence," said Bryan Samuels of Chapin Hall at the University of Chicago. As Samuel Simmons of the Family Partnership said, "Hurt people hurt people when there is no outlet to heal. Take childhood trauma from domestic violence in the home and historical trauma, for example, and you can have a perpetrator or victim [of violence] or both. You have young traumatized parents passing it along to their kids in a community that is always in fight-or-flight mode."

TABLE 1. Findings from *Connecting the Dots: An Overview of the Links among Multiple Forms of Violence*, by Prevention Institute and the Centers for Disease Control and Prevention⁶

- Survivors of any form of violence are more likely to be repeat victims
- Most people who experience violence do not act violently, though children and youth who experience physical abuse, neglect or family violence are at higher risk of committing violence in the future
- People who act violently in one way are more likely to commit other forms of violence

These findings are consistent with those described in *Preventing Violence: A Review of Research, Evaluation, Gaps and Opportunities*, by Child Trends.⁷

2**TABLE 2.** Findings from *A Good Solution Solves Multiple Problems: Exploring Prevention Strategies that Address Multiple Forms of Violence*, by Prevention Institute for Futures Without Violence and the U.S. Department of Justice, in support of the Defending Childhood Initiative⁸**Linkages among Community Violence, Intimate Partner Violence, and Child Maltreatment**

- Multiple forms of violence are experienced together
- Multiple forms of violence share common underlying factors
- Multiple forms of violence have common impacts on individuals, families and communities
- Exposure to one form of violence increases risk of further victimization and engagement in violent behavior

Considerations for Practitioners Addressing Relationships among Multiple Forms of Violence

- Those working to end different forms of violence bring unique, complementary expertise that can add value to a coordinated approach
- Prevention infrastructure is less developed than response and intervention infrastructure
- Society perceives victims and perpetrators differently depending on the type of violence they are involved in, which results in a bias against prioritizing prevention for some forms of violence
- Paying more attention to contextual and experiential evidence is essential for understanding linkages among multiple forms of violence and developing prevention strategies
- Addressing multiple forms of violence poses unique challenges
- Addressing multiple forms of violence advances the field and our shared impact
- Integrated efforts offer strategic advantages

Creative strategies that address multiple forms of violence are being put into practice. Though often funded to address a single form of violence, practitioners are expanding their work to include two or more forms in order to better meet the needs of their clients and communities. For example, some are addressing both gang violence and suicide by working to reduce family violence. In San José and Salinas, California, and in Boston, case managers who coordinate intensive wraparound services for youth in crisis or with violence-related injuries routinely ask about family dynamics. This allows them to address the needs of the person in front of them, as well as of the other children in the household. “We realized that you can’t just work with the person who has been victimized,” said Thea James. “They were not born like that, and we can’t rehabilitate them without rehabilitating their family and younger siblings with GED, jobs, mental health...”

Elsewhere, practitioners are addressing the effects of domestic violence and child maltreatment by promoting a positive school climate. In Portland, Maine, universal school-based violence prevention programs teach children and adults to regulate their emotions, feel and express empathy for others, and build positive relationships. According to the practitioners and experts interviewed, integrating social and emotional learning into the curriculum—and into report cards—can help prevent bullying, teen dating violence, and other forms of violence.

Multi-Sector Collaboration: Benefits and Challenges**What the Research Shows**

The growing recognition that multiple forms of violence are linked builds momentum for a multi-sector approach. Here, too, research confirms the need to work across sectors. Because violence is complex, solutions require collaboration and coordination.^{9,10,11} As with other social problems, violence cannot be addressed through piecemeal actions by isolated groups.^{12,13,14} Each sector brings necessary expertise, knowledge, training and skills to the group effort,^{15,16} and can weigh in on a common agenda and strategies of mutual benefit to maximize social impact.^{17,18} For more about the benefits and challenges of multi-sector work, see Table 3.

Creating safe communities supports the mandates of many sectors. Preventing violence not only addresses safety, but it also promotes academic achievement, youth employment, community health and empowerment, and much more. Preventing violence through strong partnerships will support every agency in achieving its particular goals and can maximize impact. What’s more, partnerships also expand a group’s access to a broader range of funding opportunities that can support the work.^{19,20}

What Practitioners Say: Benefits

Consistent with the research, practitioners recognize both the benefits and the challenges of multi-sector collaboration. Here is how they characterize the benefits:

Practitioners recognize that multi-sector collaboration is valuable. In the words of José Arreola of Community Action for Safety and Peace in Salinas, California, “Preventing violence is widely understood as a mission bigger than any one agency.” This understanding is widely shared among those working in the field. Monica Hobbs Vinluan of the YMCA of the USA said, “There are so many government entities and community-based organizations that can have an impact and prevent violence. We can’t do this alone because we don’t have all the expertise needed.” Jim McDonnell, Sheriff of Los Angeles County and former police chief of Long Beach, California at the time of this interview, echoed the sentiment of many when he said, “There is a great need for collaboration. The issue is too big to do alone, and we all see the reward when we come together. Public safety is not only the responsibility of police and fire—it is everyone’s responsibility.” Thea James at Boston Medical Center said, “We need to create a safe, warm and welcoming environment that allows kids to grow and thrive, and everyone is responsible for whether communities succeed.” (For a table of risk and resilience factors addressed by four sectors, see the Collective Strengths and Assets box on page 17.)

3 **TABLE 3.** Benefits and Challenges of Multi-Sector Collaboration, from *A Multi-Sector Approach to Preventing Violence*, by Prevention Institute²¹

Benefits	Challenges
<p>Capacity to Define a Problem and Shape a Solution</p> <ul style="list-style-type: none"> • Achieves collective outcomes • Leverages diverse expertise • Cultivates innovation and creativity • Fosters a unified approach with shared buy-in <p>Enhanced Resources to Achieve Success</p> <ul style="list-style-type: none"> • Leverages investments • Supports access to resources and fosters resource-sharing • Allows for more flexible use of existing resources and decreases duplication of efforts <p>Credibility and Advocacy Power to Get It Done</p> <ul style="list-style-type: none"> • Strengthens credibility • Maximizes advocacy power <p>Staying Power</p> <ul style="list-style-type: none"> • Promotes broader reach and impact • Supports sustainability 	<p>Understand and Leverage Differences across Sectors</p> <ul style="list-style-type: none"> • Forge a shared language for sectors to communicate with one another • Bridge differences across sectors • Build trust and overcome preconceived notions about other sectors <p>Partnership Buy-In</p> <ul style="list-style-type: none"> • Find a common agenda to advance collectively • Share credit and expand ownership for shared solutions • Balance the engagement of sectors with different levels of accountability <p>Shared Measurement</p> <ul style="list-style-type: none"> • Measure the problem and progress • Overcome confidentiality barriers and proprietary information

Multi-sector partnerships introduce new perspectives and expertise, and can form the basis of a rich learning community. “Having different partners at the table leads to great conversations. You just don’t know what you don’t know,” said Jermaine Hardy of the Santa Clara County Probation Department. “We see things in a new light when the community or another group is at the table; we need their voices.” Each sector has distinct interests, processes, culture and language that reflect its particular knowledge and expertise. Working across sectors creates opportunities to see an issue from new angles, based on other practitioners’ experiences, understanding and priorities. This can spark new insights and ideas. “Working with outside people means we can give people a deeper understanding on why and how kids end up like this, and for us to think about what’s possible and what’s necessary to change the way the problem is addressed,” Thea James said. “There’s nothing I love more than the relationships we have and the learning network. It helps so much to know you’re not doing this alone, that you have all these people out here in this city and across the country.”

Multi-sector collaboration can improve trust and credibility with the community. People, families and communities do not exist in silos, apart from their environment and from society. When various systems and different partners appreciate this reality, they can more effectively address people’s problems as experienced in real life, and better serve the community. “It’s optimal for services to be coordinated,” said Amanda Fitzgerald of the American School Counselor Association. “Instead of going to separate institutions and having to retell your story every time, you have one person who knows your story and can share it. Multi-sector collaboration is what’s most effective for clients and will break down mistrust among those who might resist help.” According to Hobbs Vinluan of YMCA of the USA, “The heart and soul of community work is multi-sector collaboration.” Her colleague Cara Johnson added, “There’s no other way of doing it; people don’t come to us with a single issue, so [the solution] has to be collaborative.” Working across sectors should improve coordination and yield results, which in turn can build goodwill among residents, deepen community engagement, and promote sustainability. Johnson added, “Sustainability happens when we form strong relationships and when the work is owned by communities versus just an organization.”

Multi-sector collaboration is “the most efficient way to address complex issues,” in the words of Fitzgerald of the American School Counselor Association, because it allows groups to leverage investments and eliminate redundancy. “The better you coordinate or share resources, the more you can get done,” Jermaine Hardy said. Collaboration, said Thea James, “increased capacity in such a huge way. By developing relationships with other sectors, you’re able to move more people faster, cover all the bases more effectively, and address everything that is involved.” Said Julie Young-Burns, “The reality is that we don’t have to do this all ourselves—nor should we.”

Multi-sector collaboration makes possible a comprehensive approach that can effectively address multiple forms of violence. “There are so many things that contribute to why things go violently, so everyone has to get on the boat and start rowing,” said Jadine Chou of Chicago Public Schools. (For the risk and resilience factors addressed by four sectors, see the Collective Strengths and Assets box on page 17.) Diverse partnerships allow for broader reach, and working across sectors “leads to a robust approach that has a greater impact on kids’ lives long-term,” said Barrett Wilkinson of the Portland, Maine, Public Health Division. “The benefit of taking a holistic approach is to change how the community approaches the problem,” said Terri Yellowhammer of Native Streams Institute.

What Practitioners Say: Challenges

Here is how the practitioners and experts interviewed characterized some key challenges of multi-sector collaboration:

A lack of trust can inhibit collaboration. According to Terri Yellowhammer, “The obstacle is lack of trust. There is a power differential among partners. It happens all of the time, over and over again. People need to come with humility and sincerity, and understand that the information you have is not applicable to all communities. Some people know the community better but may feel disempowered and judged.” One way to build trust, she said, is for practitioners to “be sensitive and ask how to approach things, how to speak with elders, and share something of yourself with them.” The absence of mechanisms and time to develop genuine relationships and get to know partners as people can exacerbate lack of trust. To address this, said Barrett Wilkinson, of the Public Health Division for the City of Portland Maine, it’s critical to “make friends and find champions in houses different than your own. Learn how they see violence and see if there is common ground. So much can happen in one conversation.”

Preconceived notions about other sectors and the causes of violence, especially in multicultural contexts, can be a significant barrier to multi-sector collaboration. “When you have expectations from your belief system and you can’t accept others who don’t match those expectations, that becomes a problem,” said Samuel Simmons of the Family Partnership. “There can be cultural conflict when addressing violence and when you have to have things approved by those who don’t look like you. Racism, sexism and homophobia make it difficult to have collaborative conversations.” Thea James added, “People think if you’ve gotten stabbed you’re in a gang or you’re a bad person. Victims are stigmatized. People’s assumptions are that these young people will be hurt, even though we can change these situations.”

Even though practitioners appreciate the links among forms of violence, the systems they work within aren’t designed for collaboration. Disparate systems address particular forms of violence independently of one another, and are not set up to work with other sectors. “The challenges we’ve faced have been more systematic and less due to people not wanting to engage,” Barrett Wilkinson said. “The reality is there are complicated structures when going through bureaucracy.” Julie Young-Burns shared an example where a student had been identified for expulsion or transfer and also cited by law enforcement for the same school infraction. Because “the two systems did not work together,” she said, “the student had to fulfill two accountability plans.” Sheriff McDonnell also sees systemic obstacles to collaboration. “There are many more commonalities than differences in the issues that affect sectors like public health, schools and the police department,” he said. “But historically, these departments operate in silos. It is easier to just do it on their own, but this doesn’t bring about the changes that need to happen.” This issue is exacerbated by traditional funding mechanisms. “Funders expect groups and communities to accomplish these large goals in a short timeline—‘We expect a coalition in 60 days, a plan in 90 days,’” said Cara Johnson of the YMCA of the USA. “We need a longer timeframe and flexibility to allow for community engagement and to create the infrastructure and capacity to work in this way.” (For ways high-level leaders can help overcome this challenge, see the Collective Strengths and Assets box on page 9.)

Systems are set up to respond to violence after the fact, and lack infrastructure and support for preventing violence in the first place. “We miss the opportunity for partnering on prevention because so much of the current work is focused on deep-end services,” Julie Young-Burns said. For example, said Z. Ruby White Starr of the National Council of Juvenile and Family Court Judges, “judges are not usually in a position to help families resolve some of these very complicated issues. Much more needs to be done for youth long before they get to court, to keep them out of the system. Strategies that may help prevent or reduce violence are often treated like someone else’s problem.” Similarly, Jose Arreola of Community Action for Safety and Peace said, “We are spinning our wheels because it is hard do anything before you have a victim who can be offered services. Prevention is not being done to scale and is the most challenging piece, but that’s where we really need to go

full-on.” In its formative evaluation of Defending Childhood, the Center for Court Innovation observed “a severe lack of services and programs available *before* there is a crisis.”²² Sheriff McDonnell said, “We see the same families in the same neighborhoods year after year because we did not address their needs holistically. We are looking at symptoms rather than the underlying causes.” (For ways high-level leaders can help overcome this challenge, see the Collective Strengths and Assets box below.)

It’s clear that systems are designed to respond to violence rather than prevent it. Institutions largely focus on managing the fallout of violence, such as by minimizing retaliation and further violence, screening for exposure to violence, and preventing trauma and promoting healing management. These efforts are crucial, certainly, but acting only when violence is in progress or has already happened gives short shrift to upfront prevention.

A Closer Look at Collective Strengths and Assets: High-level leaders can enact systems changes that support multi-sector collaboration to reduce multiple forms of violence

Prevention and multi-sector efforts are more likely to succeed when high-level leaders champion this way of working together and reiterate its benefits and importance. “Our leadership reached out to other departments, the key stakeholders within other systems, and the community leaders,” said Jermaine Hardy of the Santa Clara County Probation Department. “It really helped open doors and build trust. You have to have those difficult and honest conversations, and get the concerns and worries of all sides. That leadership trickled down and affected me as well; it was relationship-building that went on from the top down. We had to understand that just because we did things a certain way in the past doesn’t mean we can’t change.” Jadine Chou of Chicago Public Schools said, “I met my contacts through the mayor’s office. They played the role of convener and said that I need to know all these people in health and justice. Without that, it could be hard to know whom to work with. All of us were of like mind that we need to work together, but the mayor’s office brought everyone together.”

Other leaders can play a similar role and insist on changes within each of their systems that support collaboration and prevention (see Joint Strategies, Diagram 1). As Sheriff of Los Angeles County Jim McDonnell said, “We hope to get buy-in from all department heads. The people who represent the department have to be committed. Directors of different agencies have to show their interest; if you have practitioners on board but not their bosses, then you will face more barriers. This needs to be identified as a priority and have buy-in to sustain the strategy over time. We need everyone to be committed and doing it differently than we have.”

Among the critical champions for prevention are first responders and others who daily bear witness to the consequences of not preventing problems in the first place. Increasingly, police chiefs are endorsing prevention and intervention strategies for community violence, recognizing that they cannot arrest their way out of the problem. With multiple sectors at the table, the champions can share the load and move a greater variety of audiences to action.

USING COLLABORATION MULTIPLIER TO PREVENT VIOLENCE

The Prevention Institute tool Collaboration Multiplier can provide a structure for group dialogue and decision-making that is responsive to community needs and aligns well with how practitioners do cross-sector work. Its step-by-step process helps diverse disciplines understand each other's perspectives and contributions to the partnership, resulting in collective action and greater impact. Using this tool can yield multi-sector strategies that address risk and resilience factors for many forms of violence and thus improve outcomes for individuals, families and communities (see Table 4).

Collaborating to Prevent Violence: What Works

When discussing successful partnerships, practitioners emphasized many of the same elements highlighted in the Collaboration Multiplier process, such as:

Successful multi-sector collaborations develop a shared vision based on a common understanding of the problem, a vision larger than that of any one group. In The Dalles, Oregon, for example, leaders from six sectors came to understand trauma as a source of violence and at the root of many other issues that made their community less livable. “Each sector comes at it with a different lens and yet we’ve come together and now speak the same language and can look at violence broadly,” said Trudy Townsend of the North Wasco County School District. By developing a common understanding of the problem and honing in on what they valued, this group was able to set an ambitious goal of transforming community culture. “We wanted to change the whole community, not just one department,” Trudy Townsend said.

Bringing multiple sectors together to solve different aspects of the problem is critical. Key sectors such as health, education, community and justice must agree on strategies in dialogue with one another. Developing shared outcomes and strategies together, rather than entering into relationships with a set action plan, can improve efficacy and promote local innovation. In Oregon, “we opened our doors to anyone, including faith groups and non-profit organizations, and the work began to grow exponentially,” Trudy Townsend said.

Many practitioners said that the most effective strategies may be community-based ones that are not yet reflected in the evidence base. Agreeing on strategies in dialogue with those directly affected is especially important for communities of color and tribal communities that do not identify with the mainstream or dominant culture. “Some of the core violence prevention strategies tribal communities have implemented tie back to traditional cultural practices,” said Terri Yellowhammer. “At Rocky Boy Indian Reservation, for example, children see their moms, aunties, brothers making regalia, working on an outfit out of love, just for them. When children go out in a circle to dance, they are in a sense wearing the love of their family. These ways to affirm the identity of children as part of the community and to give them a sense of belonging are violence prevention strategies.”

It is important to focus on outcomes desired by at least two sectors so the solutions solve multiple problems. Doing this means that the effort pays off for multiple partners and reinforces the benefits of collaboration. “Preventing violence achieves many goals, since violence has ripple effects and impacts the lives of all community members,” Jadine Chou said. For example, Julie Young-Burns said, “Social and emotional learning and conflict resolution skills prepare students for success in school where they are now, and also in their future as employees, partners, parents and community members.”

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TABLE 4. Ten Ways Collaboration Multiplier maximizes benefits and overcomes multi-sector challenges, from *A Multi-Sector Approach to Preventing Violence*²³

1. Promotes understanding about diverse partners
2. Clarifies similarities and differences
3. Supports relationship- and trust-building
4. Identifies collective strengths and missing expertise
5. Delineates collective resources at the table
6. Fosters a shared vision, goals, language and understanding
7. Establishes shared outcomes and joint strategies
8. Identifies solutions that solve multiple problems
9. Helps clarify the contributions and roles of each partner, while helping to manage credit and accountability issues
10. Establishes a foundation for shared measurement and a vehicle to overcome confidentiality and proprietary considerations

A Collaboration Multiplier Analysis for Four Sectors

The Defending Childhood initiative has prioritized four sectors for reducing exposure to violence for children and youth—health, education, the community, and justice. This section illustrates how to apply the Collaboration Multiplier tool, using these four sectors as sample partners. The Collaboration Multiplier process has two phases:

- Phase I, Information-Gathering, collects information based on individual partners’ perspectives about their organization or field of work. This information is compiled, typically in the form of a Collaboration Multiplier grid (see Table 5), and shared with the rest of the partners, priming the group for discussion.
- Phase II, Collaboration Multiplier Analysis, convenes the participants for a discussion on information collected in Phase I, and forges a path toward a shared outcomes and joint strategies. (For sample joint strategies, see Table 6.) A completed Collaboration Multiplier analysis worksheet is the typical outcome of Phase II (see Diagram 1).

Phase I: Information-Gathering

The health, education, justice and community sectors all can help prevent violence. Gathering information about these sectors can shed light on what roles are appropriate for each. The information-gathering process can also inform recruitment tactics, making it easier to collaborate in violence prevention efforts. As Sheila Savannah, formerly of the Houston Health and Human Services Department, said, “Every partner has a different ‘What’s in it for me?’ that needs to be discovered.”²⁴ Each sector may need to be made fully aware of how violence affects its work and to be convinced that it can take actions that prevent violence. Information that groups have found useful to collect from potential partners include: mandate, main activities, primary goals, audience, sample data collected, and desired outcomes of a multi-sector effort (see Table 5).

The information gathered in Phase I allows the group to identify the unique strengths and contributions that specific sectors bring to the violence prevention partnership. The practitioners interviewed shared their thoughts on this for the four priority sectors—health, education, the community and justice:

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TABLE 5. Sample Information-Gathering Grid for Phase I of Collaboration Multiplier. This grid captures key characteristics for four sectors—health, education, community and justice. Read across a row for how sectors may respond differently to the information-gathering questions and read down a column for in-depth information on a specific sector.

	Health	Education	Community	Justice
Mandate	<p><u>Health care:</u> Provide timely preventive screening, health education and needs assessment, emergency, and treatment services, and community services referrals to address acute and chronic health problems and to ensure problems don't get worse.</p> <p><u>Public health:</u> Protect the public's health by preventing disease, illness and injury, and by creating community conditions that promote health and wellness</p>	<p>Prepare students for success outside of school and in college, career and community life, by imparting knowledge and skills through high-quality instruction</p>	<p>Create a safe, healthy, vibrant community where people are connected to one another and to services, and feel a sense of group belonging</p>	<p>Protect children, vulnerable adults and the public, maintain order, deter crime, penalize people who violate the law, and supervise and rehabilitate them</p>
Main Activities	<p><u>Health care:</u> Preventive clinical services, screening, trauma services, rehabilitation, disease management</p> <p><u>Public health:</u> 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</p>	<p>Educate children using approved curriculum, support teachers in providing quality instruction, and assess students' mastery and knowledge</p>	<p>Build social cohesion and convene members. Provide services and run programs Use networks to share information and meet the needs of community members. Mobilize residents, amplify their voices, and advocate for policy changes</p>	<p>Respond to crimes in progress and conduct investigations. Mediate between parties, such as liaising with schools, for example. Oversee trials, diversion, sentencing and appeals. Support people on parole or probation</p>
Primary Goals	<p><u>Health care:</u> Decrease morbidity and mortality through delivery of quality medical services</p> <p><u>Public health:</u> Improved community health, policies and partnerships that promote population health, and accessible, effective programs and services</p>	<p>High student academic achievement, high graduation rates, and strong student connection to school</p>	<p>Strengthen the community through diverse social, recreational, learning, economic, spiritual and other opportunities</p> <p>Community priorities are reflected in services, institutions and political decisions</p>	<p>A city free of crime and disorder, justice and fair punishment of guilty individuals, and self-sufficient rehabilitated ex-offenders</p>
Audience	<p>All residents and visitors within the jurisdiction</p>	<p>Students and their families, and community organizations that serve children and youth</p>	<p>All community members, including youth, families and local organizations that serve residents</p>	<p>All residents and visitors; victims, defendants and their families; and people on probation and parole</p>

(Continued on page 13)

(Continued from page 12)

	Health	Education	Community	Justice
Sample Data Collected	<p><u>Health care:</u></p> <ul style="list-style-type: none"> • Emergency department data, including number of patients reinjured due to violence • Health services usage and participation in community programs <p><u>Public health:</u></p> <ul style="list-style-type: none"> • Statistics on causes and rates of death, mental health, and injury from violence • Rates of diseases, chronic conditions, and health behaviors 	<ul style="list-style-type: none"> • Academic achievement and graduation rates • School connectedness and students' sense of emotional well-being and hope for the future • Attendance, truancy, and disciplinary actions • Student perceptions of school safety and reports of physical fighting 	<ul style="list-style-type: none"> • Community priorities, assets and needs, and gaps in services • Perceived safety and crime • Knowledge of problem locations and families in crisis • Data on participation in community-based health, education and justice programs • Local stories and history • Influential community members, informal networks and leaders 	<ul style="list-style-type: none"> • Reported violent crimes • Reported child abuse • Information about victims and perpetrators • Status and outcomes of cases and appeals • Recidivism rates and the progress of formerly-incarcerated people toward self-sufficiency
Sample Desired Outcomes from a Multi-Sector Effort to Prevent Multiple Forms of Violence	<p><u>Health care:</u></p> <ul style="list-style-type: none"> • Decrease in trauma intakes due to violence • Decrease in injury from violence • Decrease in traumatic events that can harm long-term health <p><u>Public health:</u></p> <ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Decreased conflicts, absences, suspensions and drop-out rates, and gaps in academic achievement by race and other factors • Increased social-emotional skills, engagement of families, teacher training, and activities that students find meaningful 	<ul style="list-style-type: none"> • Decreased crime and violence, and fewer high school drop-outs • Greater sense of safety and belonging. • Increased participation and leadership in the community • Improved health, and enhanced social justice • Increased affordable housing, employment and recreation opportunities 	<ul style="list-style-type: none"> • Decreased violent crime rates, recidivism, number of juvenile offenders, complaints, and disproportionate minority contact • Improved community relations and perception of safety • Increased employment among those with criminal records

The health sector can provide the lens and vocabulary for a multi-sector group to discuss the problem and develop solutions to violence. Practitioners said the health sector’s framing of violence was common-sense, broad and pro-active. As such, they saw it as the best basis for developing a shared language for sectors to use to communicate with each other. The public health approach offers “a loose way of looking at it that fits any discipline, captures multiple problems and alternative options,” said Sheriff McDonnell. Additionally, said Barrett Wilkinson, understanding violence as a public health issue means that “there are things we can do to prevent it.”

The education sector can help bridge the grassroots and the grasstops, by bringing the community and decision-makers together on more equal footing. Many efforts fail because they lack community support. Practitioners identified schools as a trusted institution with a broad audience that is often more established in the community than other sectors.

The community sector, engaged in a substantive way, brings much-needed accountability. “So many times a community voice, one that didn’t look at it from a systems perspective, would ask, ‘What is the best interest of the kids?’” Jermaine Hardy said. While political leadership was recognized as important, it was residents who knew firsthand the devastating impact of violence on their children and communities. “Communities are now

demanding change for their kids,” Julie Young-Burns said. A mobilized community can stoke hope for a better future, make preventing violence the top city priority, and keep it front and center. “I want to emphasize how important their role is, people in the community talking about a solution,” said Jadine Chou of Chicago Public Schools. “We cannot do this without them.”

The justice sector has a great deal of initiative since it’s typically held most accountable for addressing violence in a city. Law enforcement often leads any city conversation on violence. Part of the success story in The Dalles, said Trudy Townsend, was that the chief of police and other leaders “had the humility to say, ‘We’re doing some of the best work we’ve ever done and we still are not getting the outcomes we know are possible. So what can we do differently?’” When police chiefs and influential judges define violence prevention as a responsibility that is shared with other sectors and the community, the joint effort is able to “address all forms of violence in the home, at school, and neighborhood and community violence,” Los Angeles County Sheriff Jim McDonnell said. “We have to get buy-in and accountability across departments and sectors to address these environments. We can be more proactive, and we have to support other sectors.”

Phase II: Collaboration Multiplier Analysis

The first step in the analysis phase is to agree on a shared vision that reflects the whole partnership. Vision statements that practitioners shared in interviews included improving community well-being and livability, creating an engaged community that truly cares, and creating a community where all people enjoy good health and a sense of safety and belonging.

With agreement on a shared vision, a multi-sector group can explore the implications of the information collected in Phase I in light of that vision. In dialogue, group members can prioritize shared outcomes, identify collective strengths and select joint strategies. (For sample joint strategies, see Table 6.)

Diagram I.

Sample Analysis for Phase II of Collaboration Multiplier.

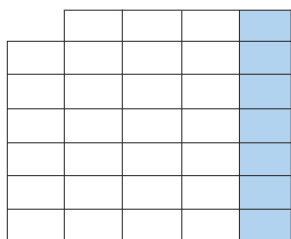
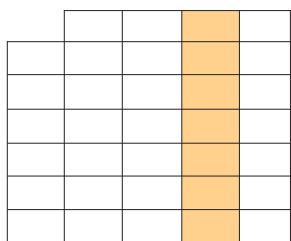
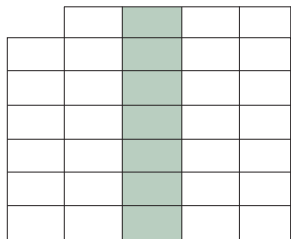
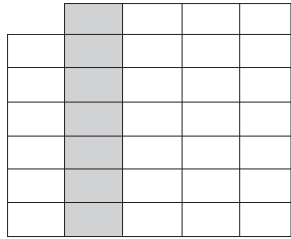
This diagram on pages 15 and 16 summarizes a Collaboration Multiplier analysis for how four sectors—health, education, the community and justice—can come together to prevent multiple forms of violence. This sample analysis draws upon the information captured in the grid in Table 5 on pages 12 and 13. The strategies are designed to address key challenges that emerged in the interviews.

Possible Goals:

- Prevent children’s exposure to violence
- Mitigate the negative impact of children’s exposure to violence so young people can thrive
- Reduce the number of young people entering the child welfare and juvenile justice systems
- Foster community resilience to support healthy, thriving children and families
- Reduce isolation among disenfranchised communities and families
- Create a seamless mosaic of community and family supports to improve outcomes for young people
- Ensure that young children enter school ready and able to learn, are reading at grade level by the third grade, and graduate from high school
- Establish community norms based in respect that support healthy relationships

(Continued on page 15)

Diagram I (Continued from page 14)



Shared Outcomes

What can be achieved together?

- Decreased injury and trauma
- Reduced trauma levels and decreased transmission of trauma across generations
- Reductions in multiple forms of violence
- Decreased truancy, suspensions and drop-out rates
- Decreased disproportionate minority contact and gaps in academic achievement and other outcomes by race and other factors
- Decreased recidivism and violent crime
- Systems able to address multiple forms of violence and trauma affecting any given individual, family or community, and to effectively prevent future exposure and injury either as a victim, witness or perpetrator
- Improved public trust in the health, education and justice systems, and increased credibility with a mobilized community
- Staff equipped to work across sectors and supported by multiple systems to address complex issues together

Collective Strengths and Assets

What partner strengths can the collaborative group utilize?

- High-level leaders from multiple sectors who champion multi-sector collaboration as valuable and necessary for reducing multiple forms of violence, and enact systems changes in support of this approach (see Collective Strengths and Assets, page 23)
- Capacity to address multiple forms of violence and trauma across the life course, the Prevention Continuum and levels of the Social-Ecological Model
- Capacity to affect multiple risk and resilience factors for violence (see Collective Strengths and Assets, page 22)
- Ability to implement a comprehensive approach, supported by a mobilized community, that advances violence prevention and the ability of each sector to fulfill its mandate
- Access to a more complete network that includes champions who can speak to various audiences
- Various datasets and evidence that tell more when combined than when considered separately

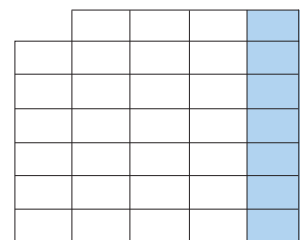
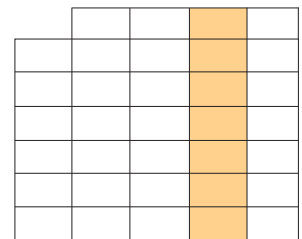
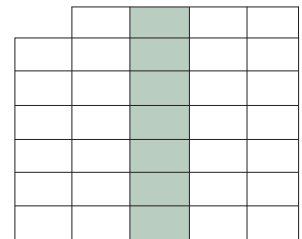
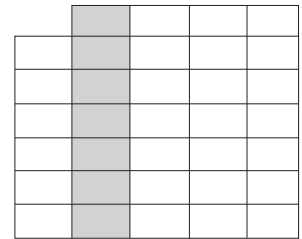
(Continued on page 16)

Diagram I (Continued from page 15)

Joint Strategies

What strategies can two or more partners work on together?

- Develop shared measurement outcomes to hold all sectors accountable for prevention outcomes
- Establish a mechanism for multiple sectors to collaborate efforts on an ongoing basis
- Dedicate funding for staff to coordinate efforts across multiple sectors
- Invest in joint strategies (see Table 6) and infrastructure that supports multi-sector collaboration and prevention approach to violence.
- Hold joint or multi-sector trainings to build capacity for preventing multiple forms of violence across the life span
- Support and reward sectors for going beyond traditional service delivery to transform the community, school and home environments in a way that reduces the likelihood that violence will occur and young people will be exposed to traumatic events.
- Establish a multi-sector policy task force responsible for developing local policies and legislation that supports safe, healthy, thriving communities, with direction from grassroots advocacy efforts
- Coordinate strategic communications across sectors to share positive messages, report progress to the public, and reiterate that violence is preventable
- Bring representatives at all levels together for regular cross-sector networking meetings
- Incorporate multi-sector relationships and progress on joint projects in employee performance reviews and when gauging the success of any department as a whole
- Hold agencies and departments accountable for improving the risk and resilience factors for multiple forms of violence, not only for how they spend money
- Administer jointly-funded grants that blend or braid funding streams, and give grant recipients greater flexibility and latitude to serve communities, families and individuals
- Establish shared data systems to track progress; inform priorities, funding decisions, policies and advocacy efforts; and prompt systems to intervene at the first sign of risk
- Measure the cost-savings due to violence prevention strategies, and reinvest in the community and in improving systems and infrastructure
- Develop a multi-sector strategic plan to prevent multiple forms of violence
- Participate in a Collaboration Multiplier process to identify other joint strategies (see Table 6)



A Closer Look at Collective Strengths and Assets: Capacity to affect multiple risk and resilience factors for violence

When sectors work together to address violence, they increase their collective capacity to affect the risk and resilience factors for multiple forms of violence. Below is a table of sample risk and resilience factors commonly under the domain of the health, education, community and justice sectors, respectively. This sample draws upon factors presented in Multi-Sector Partnerships for Preventing Violence²⁵ and Preventing Violence: A Review of Research, Evaluation, Gaps and Opportunities,²⁶ and illustrates how coverage expands with the addition of each sector.

	Health	Education	Community	Justice
Resilience Factors	<ul style="list-style-type: none"> • Access to mental health and substance abuse services • Coordination of resources and services among community agencies • Connection to a caring adult; positive relationships and attachments (fostered through home visitation, for example) 	<ul style="list-style-type: none"> • Quality schools, including a positive school climate • Employment and economic opportunities • Coordination of resources and services among community agencies • Connection to a caring adult; positive relationships and attachments • High expectations • Skills in solving problems non-violently • Connection and commitment to school 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Coordination of resources and services among community agencies
Risk Factors	<ul style="list-style-type: none"> • Weak health, educational, economic and social policies and laws • High alcohol outlet density • Community deterioration • Poor parent-child relationships; family conflict • Experiencing and witnessing violence • Mental health problems; alcohol and substance use • Toxic stress caused by racism, gender bias, and historical trauma 	<ul style="list-style-type: none"> • Weak health, educational, economic and social policies and laws • Academic failure and failure of the school system • Low educational achievement • Lack of non-violent social problem-solving skills; impulsiveness and poor behavioral control • Experiencing and witnessing violence 	<ul style="list-style-type: none"> • Poor neighborhood support and lack of cohesion • Community deterioration 	<ul style="list-style-type: none"> • Weak health, educational, economic and social policies and laws, including those that perpetuate structural racism and disproportionate minority contact • Weapons and gun availability • Incarceration and re-entry

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TABLE 6. Sample Joint Strategies for Phase II of Collaboration Multiplier. This table presents possible strategies for all four sectors to prevent multiple forms of violence, unless noted otherwise. The joint strategies are organized by the Spectrum of Prevention, a tool for developing comprehensive initiatives that change environments, systems and norms.²⁷ Prevention activities may be implemented at any of the Spectrum’s six levels, but when all Spectrum levels are applied as part of cohesive plan, the effect can be transformative.²⁸

Level of Spectrum	Strategy	Sectors Involved
<p>Influencing Policy and Legislation Developing strategies to change laws and policies to influence outcomes</p>	<ul style="list-style-type: none"> • Universal access to high-quality early child care and to pre-kindergarten, e.g., Oklahoma state and San Antonio Braintrust Initiative²⁹ • Ban the Box legislation that defers inquiries about candidates’ criminal history until later in the selection process, to promote hiring of qualified people who were system-involved • Passage of policies that prevent gender-based violence, support healthy children and families, and change social norms and attitudes • Restorative practices in schools instead of zero-tolerance school discipline policies, and coordination across sectors to re-engage youth in school and respond appropriately to truancy and students’ misbehavior on campus or in the neighborhood, e.g., Minneapolis Public Schools • Policies to provide a stable, long-term funding stream for violence prevention programs and investment of public funds in the areas of greatest need, e.g., Measure Y/Oakland UNITE³⁰ • Consideration of community health and violence prevention as part of all government decision-making, e.g., Health in All Policies³¹, health impact assessments and Zoning for a Healthy Baltimore³² • Research and local data on risk and resilience factors for violence widely available, compatible across systems and easy to use, e.g., Community Safety Scorecard³³ • Community-level strategic plans that integrate efforts to prevent multiple forms of violence, based on local data 	<p>Community, Education</p> <p>Community, Justice</p> <p>All</p> <p>All</p> <p>All</p> <p>All</p> <p>All</p> <p>All</p>
<p>Changing Organizational Practices Adopting regulations and shaping norms to improve health and safety</p>	<ul style="list-style-type: none"> • Cross-generational connections and enhanced sense of community, such as through on-site mentoring programs or by creating a school period where residents, community partners and staff can share interests with students, such as through nature walks, knitting and mural design • School resource officers who promote positive school climate, students’ resilience and academic success, instead of enforcing harsh discipline policies or to frequently suspend or expel students • Expanded Safe Routes to School programs that address gang issues, graffiti and blight, alcohol density, harassment and other issues related to violence as part of an effort to encourage students to walk and bike to school, e.g., Safe Passages³⁴ • School facilities and school-based health clinics opened for community use and as a venue for health services and legal aid in the late afternoons and evenings and on weekends, through shared use agreements, e.g., Ballet Folklorico³⁵ • Family-friendly public spaces with front-line staff trained to support parents in ways that prevent family violence, e.g., Wakanheza Project in Ramsey County, Minn.³⁶ • Data shared across sectors that enables interventions at the first sign of risk for violence and offers a means to track progress, e.g., YouthPrint in Louisville³⁷ • Revised organizational practices that increase access to services, implement trauma-informed approaches, and dismantle institutional racism, e.g., Libraries in Salinas³⁸, Boston Public Health Commission³⁹ • Employees, including young people, who reflect the local culture and enjoy strong community ties 	<p>Community, Education</p> <p>Education, Justice</p> <p>All</p> <p>All</p> <p>All</p> <p>All</p> <p>All</p> <p>All</p>

(Continued on pages 19 and 20)

(Continued from page 18)

Level of Spectrum	Strategy	Sectors Involved
<p>Changing Organizational Practices (cont.)</p>	<ul style="list-style-type: none"> • Those most affected by violence are engaged and supported to prioritize, design, recommend and advocate for services, programs, systems changes and policies that support violence prevention. Micro-grants available to support grassroots innovations, including culturally-based, community-driven strategies that prevent violence, e.g., Houston Crime Prevention Through Environmental Design (CPTED)⁴⁰ • Youth included as leaders, partners and problem-solvers in all efforts to prevent violence, e.g., Rethink New Orleans⁴¹ 	<p>All</p> <p>All</p>
<p>Fostering Coalitions & Networks Convening groups and individuals for broader goals and greater impact</p>	<ul style="list-style-type: none"> • Reclaimed public spaces like neighborhood parks and gyms, so that residents can gather at night and on weekends to socialize, eat together and participate in an array of recreation programs, e.g., Summer Night Lights⁴² and Parks After Dark in Los Angeles⁴³ • Improved built environment and appearance of physical spaces, e.g., greening vacant lots in Philadelphia, code enforcement • Increased alternatives to arrest and imprisonment through restorative practices and diversion programs, e.g., addressing violence, nutrition and physical activity in Denver • Safe, free transportation options for low-income high school students to access jobs, internships and programs, and assure school attendance, e.g., Youth Opportunity Pass⁴⁴ in San Diego • Tailored initiatives for men and boys within all family-serving agencies and programs • Dense resource referral networks for connecting people to well-coordinated systems that quickly and effectively address their needs and resolve issues that can contribute to multiple forms of violence • Joint trainings and dialogues co-hosted by collaborative partners to build skills for preventing multiple forms of violence • Cross-disciplinary working groups that provide multi-sector analysis on efforts to prevent multiple forms of violence • Other sectors engaged as champions, ambassadors and partners for implementing joint strategies that prevent multiple forms of violence 	<p>All, with Library, Parks and Recreation, Public Works, faith groups</p> <p>All, with business, Economic, Public Works, Workforce Development</p> <p>All, with Workforce Development</p> <p>All, with business, Economic, Transportation</p> <p>All, with Social Services, Children and Family Services, Mental and Behavioral Health</p> <p>All, plus others</p> <p>All, plus others</p> <p>All, plus others</p> <p>All, plus others</p>
<p>Educating Providers Informing providers who will transmit skills and knowledge to others</p>	<ul style="list-style-type: none"> • Seminars tailored for faith leaders to incorporate themes about healthy relationships and families into sermons, programs and activities • Service and hospitality staff, such as barbers and hair stylists, trained to initiate conversations and offer referrals on healthy relationships and on preventing violence • Support for athletic coaches to mentor student athletes, model respect and promote healthy relationships, e.g., Coaching Boys into Men⁴⁵ 	<p>Community, Health</p> <p>Community, Health</p> <p>Community, Health, Education</p>

(Continued on page 20)

(Continued from page 19)

Level of Spectrum	Strategy	Sectors Involved
<p>Educating Providers (cont.)</p>	<ul style="list-style-type: none"> Continuing education on supervision, discipline, and caring attachment offered for childcare providers who are able to consistently model positive interactions across settings, cultures and genders Landlords and property managers trained to support families and promote safe, healthy living environments and positive relationships among tenants, e.g., Crime-Free Multi-Unit Housing Staff at youth-serving organizations, libraries, the parks and recreation department, and other settings trained in developmentally-appropriate out-of school time strategies, such as support for families, caregivers and young people 	<p>Community, Education, Health</p> <p>Community, Health, justice</p> <p>All</p>
<p>Promoting Community Education Reaching groups of people with information and resources to promote health and safety</p>	<ul style="list-style-type: none"> Grassroots and community-based organizations trained on media advocacy to publish opinion articles and letters to the editor, and to work with reporters to reframe violence in the news and reach policymakers Youth-led radio programs, podcasts and websites on youth health and wellness that include healthy relationships and preventing violence, e.g., Youth Radio⁴⁶ Home visitation for all new families and those experiencing stress, to promote healthy relationships and prevent domestic violence Contributions of community role models and natural mentors are recognized by other sectors and highlighted to emphasize norms that counter violence Violence prevention messages are tailored to specific groups including American Indian and Alaskan Natives, girls, military and veteran families, and LGTBQ youth Community health workers, promotores, and home-visiting nurses trained on the links among multiple forms of violence, and able to refer people to needed services and integrate violence prevention and healthy relationships integrated into interactions Street outreach workers, violence interrupters and youth health educators to equip people with violence prevention and media literacy skills, e.g., Youth ALIVE!⁴⁷ Teens on Target⁴⁸, Cure Violence⁴⁹ Comprehensive media strategy that shares relevant information with residents and promotes community engagement and government accountability, e.g., NOLA for Life⁵⁰ 	<p>Community, Health</p> <p>Community, Health</p> <p>Community, Health</p> <p>All</p> <p>All</p> <p>All</p> <p>All</p> <p>All</p>
<p>Strengthening Individual Knowledge and Skills Enhancing an individual's capability to prevent injury or illness and promote safety</p>	<ul style="list-style-type: none"> Home-visiting programs offered to all new families and families experiencing stress Institute social-emotional learning and restorative practices in Head Start, diversion programs and schools, including during recess and afterschool sports, e.g., Playworks⁵¹, Coaching Boys into Men⁵² Education for parents and caregivers on consistent discipline and caring attachment provided at schools and other community settings Universal social-emotional learning curriculum offered from pre-K through grade 12 Intergenerational mentoring programs offered for youth and elders, e.g., Workforce Academy for Youth⁵³ 	<p>Community, Health</p> <p>Community, Health, Education</p> <p>Community, Education, Health</p> <p>Community, Education, Health</p> <p>All</p>

DEFENDING CHILDHOOD: WORKING TOGETHER FOR PREVENTION

The Defending Childhood initiative has affirmed the value of preventing violence before it occurs, as well as the possibility of addressing multiple forms of violence simultaneously through multi-sector collaboration. Since the launch of this initiative in 2010, Defending Childhood has reminded the field that reducing exposure to violence is one of the most powerful ways to improve outcomes for children and youth.

Fulfilling this responsibility is a daunting task made realistic only through multi-sector collaboration. “It’s already hard if you’re in it together, so if you are not in it together, it’s even harder,” Jadine Chou said. On top of that, said Terri Poore of the Iowa Coalition Against Sexual Assault, “This is hard work. When we work together, we can support each other. By working together, we can give each other strength and hope.”²⁹

Moving systems toward prevention strategies that change environments and promote multi-sector coordination yields many advantages. These changes allow systems to better serve communities and reflect practitioners’ experiences, but they also improve outcomes for children and youth, and enable sectors to fulfill their particular mandates. There are already signs of progress. As Jadine Chou of Chicago Public Schools said, “We meet regularly, we have strategies, we hold each other accountable, and we measure results. I don’t want to paint this as perfect—we have a long way to go—but together we have a fighting chance.”

Definitions of Different Forms of Violence

When considering a coordinated, integrated approach, it can be helpful to establish shared language and clarify the distinctions among the varying forms of violence. While this report focuses on the links among child maltreatment, community violence and intimate partner violence, there are many forms of violence that demand attention. Bullying, violence against LGBTQ people, historical trauma and structural violence, among other forms, fall into the category of violence defined by The World Report on Violence and Health as “the intentional use of physical force or power, threatened or actual, against oneself, another person, or against a group or community that either results in or has a high likelihood of resulting in injury, death, psychological harm, maldevelopment, or deprivation.”⁶¹ Specific forms of violence include:

Child abuse/maltreatment includes all types of abuse and neglect that occur among children under age 18.

There are four common types of abuse:

- 1) Physical abuse occurs when a child’s body is injured as a result of hitting, kicking, shaking, burning, or other show of force
- 2) Sexual abuse involves engaging a child in sexual acts. It includes fondling, rape, and exposing a child to other sexual activities
- 3) Emotional abuse refers to behaviors that harm a child’s self-worth or emotional well-being, such as name-calling, shaming, rejection, withholding love, and threatening
- 4) Neglect is the failure to meet a child’s basic needs, including housing, food, clothing, education, and access to medical care.⁶²

Community violence includes acts of interpersonal violence committed by people who are not related and may or may not know one another. This usually takes place outside the home in public places. Most often, adolescents and young adults are involved in community violence. Some violent acts, such as bullying, slapping or hitting, can cause more emotional than physical harm. Others, such as gang violence, robbery, assault or rape, can lead to serious injury or even death.⁶³

Hate violence is defined as “any act of intimidation, harassment, physical force, or threat of physical force directed against any person, or family, or their property or their advocate, motivated either in whole or in part by hostility to their real or perceived race, ethnic background, national origin, religious belief, sex, age, disability, or sexual orientation, with the intention of causing fear or intimidation, or to deter the free exercise or enjoyment of any rights or privileges secured by the Constitution of the laws of the United States ... whether or not performed under color of law.”⁶⁴

Historical trauma refers to multigenerational trauma experienced by a specific cultural group. Historical trauma can be experienced by “anyone living in families at one time marked by severe levels of trauma, poverty, dislocation, war, etc., and who are still suffering as a result” (Cutler, n.d.). Historical trauma is cumulative and collective. The impact of this type of trauma manifests itself, emotionally and psychologically, in members of different cultural groups (Brave Heart 2011). As a collective phenomenon, those who never even experienced the traumatic stressor, such as children and descendants, can still exhibit signs and symptoms of trauma.⁶⁵

Intimate partner violence is abuse that occurs between two people in a close relationship. The term “intimate partner” includes current and former spouses and dating partners and refers to people of all sexual orientations. Intimate partner violence exists along a continuum from a single episode of violence to ongoing battering, and it includes four types of behavior:

- 1) Physical abuse is when a person hurts or tries to hurt a partner by hitting, kicking, burning, or other physical force
- 2) Sexual abuse is forcing a partner to take part in a sex act when the partner does not consent
- 3) Threats of physical or sexual abuse include the use of words, gestures, weapons, or other means to communicate the intent to cause harm
- 4) Emotional abuse is threatening a partner or his or her possessions or loved ones, or harming a partner’s sense of self-worth. Examples are stalking, name-calling, intimidation, or not letting a partner see friends or family.⁶⁶

Sanctioned violence, also called police brutality, is the intentional use of excessive force by police. It is most frequently physical and often exceeds the threat encountered; it can also include verbal attacks and psychological intimidation.⁶⁷ In some communities fear and mistrust of the police are widespread.

Sexual violence refers to sexual activity when consent is not obtained or freely given. Anyone can experience sexual violence, but most victims are female. The person responsible for the violence is typically male and is usually known to the victim. The person can be, but is not limited to, a friend, co-worker, neighbor or family member. There are many types of sexual violence, not all of which include physical contact between the victim and the perpetrator—for instance, sexual harassment, threats, peeping, and taking nude photos. Other sexual violence does involve physical contact, including unwanted touching and rape.⁶⁸

Suicide occurs when a person ends his or her life. It is the 11th leading cause of death among Americans, but suicide deaths are only part of the problem. More people survive suicide attempts than die from them. These survivors are often seriously injured and need medical care.⁶⁹

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