

UNITY Strategy Convening Synthesis Oakland, CA—Sept. 7-9, 2010

The September 2010 UNITY Strategy

Convening brought together leaders from national organizations, city representatives, experts in the field of violence prevention, and community representatives from across the US to identify opportunities and prioritize direction and strategies to inform a national movement to prevent violence and advance UNITY. As one participant remarked, with heads nodding in agreement, “This is a powerful group of people with hands-on, current experience.” There was much agreement around a vision of thriving youth and simultaneous recognition of the challenge in translating this passion to power. The mandate was clear - **we**

need to harness this energy into real change. The strong and strategic input that emerged at this convening was grounded in a commitment and sense of urgency to make and sustain real change. Feedback from the convening will be integrated with other input and grant requirements as the UNITY Team moves the work forward in partnership with many of the participants from the Convening. At the end of the Convening, many participants remarked about how the sustained intensity and the collective sense of purpose was reenergizing, and that they were returning to their cities, communities, and agencies with a reinvigorated passion.

CONVENING SYNTHESIS AT- A GLANCE

- Summary of Key Opportunities & Next Steps
- Overview of UNITY Accomplishments
- Perspectives from Cities: the Value of UNITY
- Roles & Contributions for Sectors
- Individual Commitments
- Appendix A: 5 Year Snapshot of UNITY
- Appendix B: Strategy Convening Agenda



Figure 1. Convening Kick-Off Word Cloud The word cloud above reflects participant’s expectations for the convening at the outset. Using an application that sizes words in context to their frequency of use you can see that participants arrived with the intent to work, a strong commitment to success, and ready for action guided by UNITY.

SUMMARY OF KEY OPPORTUNITIES AND NEXT STEPS

Through a number of structured facilitations and breakout sessions, participants provided strategic advice to the UNITY Team. The following list captures the main themes that were identified by convening participants as the primary elements by which to advance UNITY and continue to build national momentum to prevent violence:

1. Change Norms to Make Violence Unacceptable in all Communities
2. Inject a Lens to Prevent Violence and UNITY Tools and Approaches into New and Existing Priorities, Trends, and Opportunities
3. Develop Models and Supports for Multi-Sectoral Roles and Leadership Structures
4. Clarify Membership Opportunities in UNITY for Cities, Health Departments and Others
5. Package the UNITY Urban Agenda for Multiple Audiences and as a Policy Platform
6. Engage Justice and Grassroots Groups and Representatives More Fully
7. Develop a National Training Strategy
8. Ensure Communications Support the Above Priorities and the Prevention of Violence in a way that Conveys that Violence is Preventable

1. **Change Norms to Make Violence Unacceptable in all Communities**—Convening participants recognized that elevated levels of violence in urban communities are too acceptable. As a counterbalance, participants stressed changing norms that are accepting of violence as a UNITY priority. Further, to help make the argument for non-violence, particularly in communities and with individuals at higher risk for violence, participants encouraged UNITY to develop a high-profile celebrity campaign (with leagues—NBA, NFL, etc.—teams, and individual players and entertainers— Hip-Hop Artists) centered in UNITY cities. The notion is that UNITY partner with groups and individuals who will be credible, relevant messengers and role models among young people as part of the broader movement to prevent violence. Further, these same individuals may be important spokespeople at the national level as part of our efforts to build social and political will for preventing violence.
2. **Inject a Lens to Prevent Violence and UNITY Tools and Approaches into New and Existing Priorities, Trends, and Opportunities**— Participants highlighted that a key role for UNITY is to link multiple players/organizations together and also to link violence and safety to other priority issues and opportunities. For example, growing concerns about chronic disease related to inactivity and poor diet patterns present an opportunity to make a strong case for the need for preventing violence, as violence is a barrier to accessing healthy food, having safe places to be active, and community investments (such as in supermarkets). Therefore the range of new initiatives (e.g. the First Lady’s Let’s Move Campaign, Communities Putting Prevention to Work) provide an opportunity to make the case. Related, the new Community Transformation Grants could provide an opportunity for UNITY Cities to link to new community prevention and wellness dollars. Other elements of health reform, notably medical homes, present an opportunity to identify how efforts to prevent violence can be better linked with community prevention efforts. Other identified linkages included: hospital-based prevention efforts; work by the United Way and YMCA; linking multiple forms of violence; collaborating with efforts to improve mental health outcomes; and efforts to address disproportionate minority contact.
3. **Develop Models and Supports for Multi-Sectoral Roles and Leadership Structures**— While law enforcement and criminal justice have been the traditional go to leadership related to violence, it’s clear that to ensure quality prevention before the need for a criminal justice

intervention, the leadership must be broader. Participants recommended that multi-sectoral leadership structures be put in place that reflect the multiple sectors that touch the lives of young people and their communities. Recognizing the challenges of such an approach, recommendations included the need for models, tools, training, and technical assistance that help to advance multi-sectoral leadership structures for preventing violence and clarify the roles of multiple partners. Another key need that was raised was for more standardized metrics that can allow cities to better understand how well they are doing and what is needed. Within a multi-sectoral approach, such metrics can be an important tool for ensuring accountability.

4. **Clarify Membership Opportunities in UNITY for Cities, Health Departments and Others**—As many groups and organizations are formally connected to UNITY (i.e. with Memorandums Of Understanding and Letters of Partnership) and others are connected less formally, participants thought it would be helpful to clarify the opportunities for participation and membership in UNITY as well as explore mechanisms other than an official MOU for city network membership (e.g. MOA, Proclamations, Agreement with a Department, etc). The group clarified that the exact mechanism was not important, rather, the key is the expression of serious commitment. Participants also discussed the possibility of approaching other large urban areas that are in close proximity to existing UNITY cities (e.g. within the same state) for participation in the initiative, as current UNITY cities may already have relationships in those cities that can help forge the partnership.
5. **Package the *UNITY Urban Agenda* for Multiple Audiences and as a Policy Platform**—Input about the *UNITY Urban Agenda* has affirmed strong support for the content reflected in the foundational document. That being said, in order to garner more support and traction for the elements it represents, participants recommended that it be packaged in a briefer format/formats, including as a policy platform. For certain audiences, such as Congress, they recommended considering putting it within a broader “safety for all” frame; they also recommended developing sector-specific tools/materials to help advance the *UNITY Urban Agenda* through enabling both broader and more targeted outreach. For example, participants described the need for messaging specifically designed to outreach to the education sector, to health serving and justice-oriented organizations, to the transportation field, and to groups like AARP. They recommended getting additional sign-on to the *UNITY Urban Agenda* from national organizations, such as AARP and criminal justice groups. Also, the team was encouraged to identify where partners and other groups are implementing components that are aligned with/reflected in the *UNITY Urban Agenda* and highlighting these efforts. The group recommended having policy examples at every level. Lastly, the group recommended advocacy for mechanisms that allowed braided or blended funding to support multi-sectoral public health approaches to preventing violence, as reflected in the *UNITY Urban Agenda*.
6. **Engage Justice and Grassroots Groups and Representatives More Fully**—While representation in UNITY is broad and diverse, convening participants recommended that to ensure greater impact, UNITY can engage more representatives from law enforcement and criminal justice groups (e.g. Coalition for Juvenile Justice, National Association of Chiefs of Police, National Sheriffs’ Association) in the initiative. Participants thought that the members of these organizations could be a powerful voice for prevention, and are reflective of UNITY’s commitment to a multi-sectoral approach and the need for balanced public safety-public health approaches. Further, the grassroots (i.e. faith, survivors, and youth) perspective and voice would also be powerful in advancing a movement to prevent violence and build social and political will, as UNITY is working to do. Participants at the meeting who represented youth groups, survivors, and

the faith community expressed a strong commitment to working with UNITY to ensure both that these voices are reflected and that we can build a stronger movement for prevention.

7. **Develop a National Training Strategy**—Building on the successes of *Partnerships for Preventing Violence*, a national training initiative funded by DoE, HHS, and DOJ, a national training strategy would build capacity to implement high-quality prevention in locales across the country. A training of trainers model was recommended as a key strategy to develop and expand leadership on preventing violence. Participants recommended developing leaders who would take office and training youth and survivors to foster both skill development and leadership skills. Specific training topics included multisectoral roles and collaboration and how to recruit participation at both the local and national level.

8. **Ensure Communications Support the above Priorities and the Prevention of Violence in a way that conveys that Violence is Preventable**—Participants recommended that UNITY develop a communications strategy. In addition to supporting success in the six areas already delineated, major communication strategy elements that were recommended by the group include:
 - 1) Development of tools/materials that make the case for: a) how to prevent violence, b) why it is important to prevent violence (including public health department’s role in expanding the discourse of violence prevention to stress community over individuals), and c) how violence links to other issues;
 - 2) Conveying that everyone owns the problem of violence and has a responsibility for it;
 - and 3) Build community momentum/political will for prevention by a) making an economic case for investment, b) creating a briefing packet for elected officials, and c) developing public service announcements (PSAs) that support the notion that violence is preventable. Participants also recommended that UNITY develop a UNITY template presentation that could be modified to reflect local efforts and conditions in locales across the country. As reflected in the priorities delineated previously, there was recognition that we need a wide range of messengers who are given the information and skills to represent what’s needed. Recommendations further included the possible need for a formal UNITY “brand” that emphasizes “thriving youth,” and the development of UNITY marketing tools targeted to different sectors.

Immediate next steps based on the convening outcomes:

- Explore with the American Academy of Pediatrics opportunities to ensure violence prevention approaches are incorporated into Medical Home Approaches.
- Package the UNITY Urban Agenda and begin sign-on campaign.
- Create ad hoc working groups on grassroots engagement in UNITY; changing social norms via a high-level celebrity campaign; and UNITY communications.
- Convey to CDC the need for PSAs that can convey that violence is preventable and be tailored/used at the local level to see if this is something they can provide.
- Identify and promulgate multi-sectoral leadership models and structures and develop tools, training and TA to support effective practice on the ground.
- Work with the Community STAR Index initiative on standardized metrics that can inform city work on preventing violence.
- Clarify membership opportunities in UNITY and modify mechanism for City participation in the UNITY City Network.
- Identify opportunities for collaboration with national organizations on overlapping priorities.
- Incorporate recommendations into UNITY’s workplan.

OVERVIEW OF UNITY ACCOMPLISHMENTS TO DATE

An early highlight of the Convening was the review of the accomplishments of UNITY's first five years. Key milestones included the research that informed the publication of the [*Assessment of Youth Violence Prevention Activities in USA Cities*](#), the development of the [*UNITY RoadMap*](#), the UNITY commissioned paper [*Moving From Them to Us: Challenges in Reframing Violence Among Youth*](#), the publication of [*A Public Health Approach to Preventing Violence: FAQ*](#), the development of [*Addressing the Intersection: Preventing Violence and Promoting Healthy Eating and Active Living*](#), the launch of the UNITY webpages, and the development and endorsement of [*The UNITY Urban Agenda for Preventing Violence Before it Occurs: Bringing a Multi-Sector Approach to Scale in US Cities*](#). In addition to these tangible products, the launch of the UNITY City Network was a major accomplishment. A timeline of UNITY's products and outcomes, findings and recommendations is available at the end of this summary, entitled, [*A 5 YEAR SNAPSHOT \[SEPTEMBER 2005 – AUGUST 2010\]*](#). This summary helped lay the foundation for subsequent input at the Strategy Convening.

PERSPECTIVES FROM CITIES: THE VALUE OF UNITY

To ensure that Strategy Convening input was grounded in an understanding of the needs and perspectives of cities, four representatives from the UNITY City Network were invited to share their thoughts on how participation in UNITY has helped to further their local violence prevention efforts. The representatives included Mariko Lockhart, Director of the Seattle Youth Violence Prevention Initiative from the City of Seattle; Bass Zanjani, Youth Violence Prevention Coordinator, Minneapolis Department of Health and Family Support, City of Minneapolis; Chris Mallette, Assistant to the Mayor, City of Chicago; and Chad Marchand, Director of the Community Justice Unit, Pima County Attorney's Office, City of Tucson.

Seattle: Mariko described how participation in UNITY City Network has helped to support on-the-ground efforts in Seattle through advisement on the development of overarching violence prevention priorities, including how to effectively make the case for prevention. Specifically, Mariko described how the UNITY team assisted in the creation of a local evaluation plan that was presented to a results-oriented City Council. The evaluation plan's robustness helped to increase the Council members' confidence level in the approach the City is taking. Through technical assistance, UNITY has helped to shape an evaluation model for the City. Currently, members of the UNITY team, Mariko and her staff are finalizing the evaluation plan including employing a graduate student to work with the local team to create a city profile of Seattle so that a comparison city may be identified.

Minneapolis: Bass described the value of a national policy agenda that supports a multi-sectoral public health approach to preventing youth violence from a city's perspective and also how UNITY might inform such a policy. Being a part of UNITY has helped to advance local efforts by helping to understand and connect with national efforts. Early on, when representatives from Minneapolis met with the UNITY team, everyone was happy to hear that there was a group championing similar ideas at the national level. In Minneapolis, Bass described, local resources are limited; it is important to have a state and national funding systems that support collaborative efforts. Bass described efforts to develop new revenue streams in the state and have these resources support violence prevention in general. Bass also described efforts to provide information regarding the benefits of funding a national strategy as well as the development of an Executive level Council on Preventing Violence.

Chicago: Chris gave perspectives on the *UNITY Urban Agenda* in terms of a comprehensive set of prevention strategies and how the *Agenda* mirrors the range of activities going on in Chicago and the

value of multi-sectoral coordination. He also noted that it has been a valuable framework for the city. Chris described Chicago's efforts around youth violence as one where there was much concern and action, however, many of the efforts previously happened independently with little coordination. Every department has its own youth violence expert who was dispatched when there was an occurrence of youth violence. It became obvious that there needed to be greater communication and coordination between the various departments that had influence over addressing youth violence. The city created an after-incident intervention plan to understand what happened, identify how to prevent it from happening again, and understand how to contain the violence and deliver social service supports to those touched by violence. However, as progress is being made to reduce violence, the stark reality of budgetary pressures creates a tension of needing to do more with less. One solution Chris described to help further efforts to prevent violence in the face of cuts is to coordinate cross-agency collaborations to help both distribute the work and also to leverage each other's expertise and capacities. Moreover, through collaborations between agencies and community organizations, the number of funding sources that may be accessed increases exponentially thus furthering the leveraging process.

Tucson: Chad described how UNITY helped to inform the development of the *Tucson UNITY Violence Prevention Strategic Plan* and also how the Tucson team has benefitted from participation in the UNITY City Network. UNITY, Chad remarked, provided a vehicle for a range of partners to come together who otherwise would not have participated. The strategic plan emphasizes both specific services to prevent violence as well as an estimate of the quantifiable outcomes. The cost effectiveness of prevention was expressed by calculating the law enforcement and justice system costs of responding to a domestic violence incident. The plan was adopted by Council in June of 2010. Since then, representatives from the City Attorney's office, the Police Department, and City Council have met to discuss implementation. Moreover, there are efforts to build a Board or Commission on Violence Prevention through the Mayor's office and have specifically requested participation by a local UNITY team representative.

ROLES AND CONTRIBUTIONS FOR SECTORS

Meeting participants reflected a wide range of sectors including cities, healthcare, government, local/regional groups, public health, impacted communities/people, and national organizations. In these sector-specific work groups, they provided specific recommendations for advancing preventive approaches to violence and UNITY:

- **Cities:** Create a common UNITY presentation that could be modified to reflect local efforts and conditions to help build momentum at the local level
- **Healthcare:** Serve as spokespersons and advocates for approaching violence prevention from a multi-sector public health approach; Convene, at the local level, representatives from multi-sectors to comprehensively address preventing violence from a public health approach; Healthcare foundations can provide support for community efforts to address violence from a multi-sector public health approach; Link UNITY to medical homes
- **Local/Regional Groups:** Advocate for funding that enables multi-sector collaboration
- **Public Health:** Identify and leverage existing initiatives; develop or disseminate tools that help involve public health departments to help expand the discourse of violence prevention to stress community over individuals.
- **Impacted Communities/People:** Increase participation in UNITY by representatives from grassroots including faith, youth, and community organizations,
- **National Organizations:** Elevate the *UNITY Urban Agenda* with their networks and to represent and inform an overarching policy platform; help to develop a policy agenda by providing access to powerbrokers.

INDIVIDUAL COMMITMENTS (SUMMARY)

Participants shared personal and organizational commitments to advance UNITY. These included:

- Helping to expand UNITY into new cities
- A commitment to continue to strengthen the UNITY
- Share leadership on the medical home issue and how
- Continue to promote prevention and thriving youth
- Find ways to incorporate UNITY goals into own organizations and sectors
- Continue to engage their [national] organization in UNITY
- Engage chapters and affiliates in UNITY and UNITY approaches
- Elevate the issue of preventing violence among own members and constituents
- Discuss with local funders
- Converse with own partners around developing a share policy agenda with UNITY
- Develop a research agenda that supports UNITY directions and approaches
- Facilitate journal publications of UNITY methods and results
- Commitments to work to incorporate their own networks into UNITY
- Promote UNITY agenda with public officials
- Participation in UNITY subcommittees that emerge out of this convening.

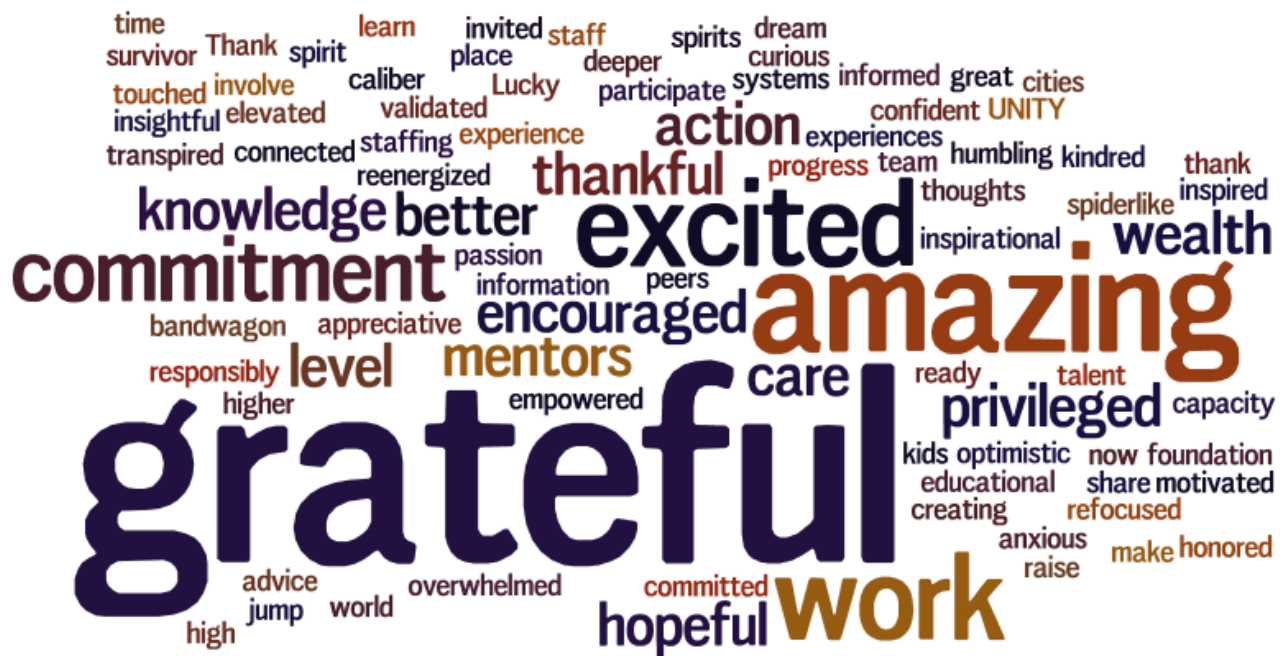


Figure 2. Closing Word Cloud



As the Convening came to a close, participants shared a sense of reinvigoration as they prepared to return to their cities, agencies, and organizations. The word cloud above captures the energy and inspiration generated during the convening.



UNITY builds support for effective, sustainable efforts to prevent violence before it occurs so that urban youth can thrive in safe environments with supportive relationships and opportunities for success. It is funded by the Centers for Disease Control and Prevention as part of the CDC's national youth violence prevention initiative, Striving to Reduce Youth Violence Everywhere (STRIVE), and in part by The California Wellness Foundation.

For more information on UNITY: <http://preventioninstitute.org/initiatives/unity.html>

APPENDIX A: A 5 YEAR SNAPSHOT [SEPTEMBER 2005 – AUGUST 2010]

	OUTCOMES & PRODUCTS	FINDINGS	RECOMMENDATIONS
YEAR 1	<p>Conducted an assessment: <i>An Assessment of Youth Violence Prevention Activities in USA Cities</i></p> 	<ul style="list-style-type: none"> • Most cities cited a lack of a comprehensive strategy • Law enforcement and criminal justice strategies are most prevalent • Public health departments are not seen as part of the solution • Cities with the greatest coordinated approach also had the lowest rates of youth violence 	<p>For cities:</p> <ul style="list-style-type: none"> • Adopt a comprehensive approach to violence that includes prevention • Establish greater collaboration between city entities and across jurisdictions • Develop and implement a city-wide plan <p>For the nation:</p> <ul style="list-style-type: none"> • Create a national agenda • Train public health on its their role and incentivize participation • Provide cities with the opportunity to network and mentor each other
	<p>Established the Steering Committee & National Consortium</p>	<ul style="list-style-type: none"> • Prevention is not understood • Structural racism is a barrier to getting support • Cities need guidance 	<ul style="list-style-type: none"> • Reframe violence • Build political and social will • Form a peer network • Be a repository for what works • Develop <i>UNITY RoadMap</i> online
YEAR 2	<p>Developed the <i>UNITY RoadMap: A Framework for Effectiveness & Sustainability</i></p> 	<p>Key RoadMap Elements</p> <p>WHO? Partnerships</p> <ol style="list-style-type: none"> 1. High-Level Leadership 2. Collaboration & Staffing 3. Community Engagement <p>WHAT? Prevention</p> <ol style="list-style-type: none"> 4. Programs, Practices & Policies 5. Training & Capacity Building 6. Communication <p>HOW? Strategy</p> <ol style="list-style-type: none"> 7. Strategic Plan 8. Data & Evaluation 9. Funding 	<p>Cities can use the <i>UNITY RoadMap</i> to:</p> <ul style="list-style-type: none"> • Understand the current status of their efforts (their starting point), • Understand the core elements necessary to prevent violence <i>before</i> it occurs (milestones) • Get information, resources, and examples to support planning, implementation, and evaluation
	<p>Commissioned <i>Moving from Them to Us: Challenges in Reframing Violence Among Youth</i></p> 	<ul style="list-style-type: none"> • The default frame works against primary prevention • News sets the policy agenda & frames debate; most stories reinforce the default frame • Race, youth, and violence are conflated in the news • Racial inequities, when recognized at all, tend to be attributed to individual failings • Government is the problem <i>and</i> the solution 	<ul style="list-style-type: none"> • Foster cross-sector action on violence prevention • Transform news reporting on violence • Determine effective ways to talk about race and government in the context of violence

	OUTCOMES & PRODUCTS	FINDINGS	RECOMMENDATIONS
YEAR 3	<p>Convened Cities</p>	<ul style="list-style-type: none"> • Cities need the <i>RoadMap</i> • Public and political awareness of the value of prevention is key 	<ul style="list-style-type: none"> • Elevate prioritized strategies • Recognize cities for their work • Partner with key organizations • Advance a UNITY agenda
	<p>Conducted Outreach and Dissemination & Formed Organizational Partnerships (e.g. CBCF, NACCHO, NLC)</p>	<ul style="list-style-type: none"> • UNITY aligns with work of many national organizations and initiatives • There is value in collaboration and coordination 	<ul style="list-style-type: none"> • Continue to articulate opportunities for coordination and collaboration • Continue to share information about UNITY and what's working in cities around the country • Need to articulate and clarify the public health approach
YEAR 4	<p>Formed the UNITY City Network</p> 	<ul style="list-style-type: none"> • Growing number of mayors willing to commit to a prevention approach and implementing the <i>UNITY RoadMap</i> • Health departments need help getting traction • Cities value a peer network • Efforts=under-resourced • Cities have unique approaches • Cities are achieving success 	<ul style="list-style-type: none"> • Collect and disseminate examples of what works • Build the economic case • Provide training and technical assistance • Develop an Urban Agenda to make the case that violence is preventable and elevate the needs of cities
	<p>Authored A Public Health Approach to Preventing Violence: FAQ</p> 	<ul style="list-style-type: none"> • Violence is a public health issue: It is a leading cause of injury, disability and premature death; a significant disparity; it increases the risk of other poor health outcomes • Public health can help solve our nation's violence problem: It has a track record in addressing threats to the public's health; it improves the health and safety of a population; it understands prevention 	<p>Public Health can:</p> <ul style="list-style-type: none"> • Measure the problem and progress in addressing it. • Play a key role in coordinating the range of needed efforts. • Build capacity among multiple players to prevent violence. • Develop data-informed strategy • Be an invaluable advocate for the prevention of violence.

	OUTCOMES & PRODUCTS	FINDINGS	RECOMMENDATIONS
YEAR 5	<p>Developed the UNITY Urban Agenda, which was endorsed by representatives from 13 large cities in April 2010</p>	<ul style="list-style-type: none"> • We know how to prevent violence. • Violence exacts a terrible burden on young people, families, neighborhoods and cities. • An investment in prevention will pay off. 	<ul style="list-style-type: none"> • Invest in cities to develop, implement, coordinate and evaluate effective & sustainable approaches to prevent community & gang violence • Coordinate training and capacity building; a national communications campaign; and evaluation/data to support local efforts • Enhance national and state infrastructure to support local efforts
	<p>Informed <i>Addressing the Intersection: Preventing Violence and Promoting Healthy Eating and Active Living (HEAL)</i></p> 	<ul style="list-style-type: none"> • Violence and fear of violence influence HEAL behaviors (decreases physical activity; alters food purchasing & eating patterns) • Violence makes the environment less supportive of HEAL (reduces social interactions & disincentivizes community investments, e.g. in grocery stores) 	<ul style="list-style-type: none"> • Understand a community-wide approach for preventing violence—especially in highly impacted neighborhoods • Apply a violence prevention lens to environmental and policy change strategies to promote healthy eating and active living efforts • Elevate the role of healthy eating, active living practitioners in fostering safer communities through advocacy and partnerships.
	<p>Mapped tools, resources, models, and City Network into comprehensive web pages</p>		
	<p>Conducted UNITY Evaluation</p> <p>(Preliminary findings and quotes from city representatives around the country)</p>	<ul style="list-style-type: none"> • Urban efforts are working: “Youth violence can be prevented, because clearly we’re preventing it...” “This approach works. It’s working right here in my city, where we reduced violence by 40% in just two years—and then brought it down another 20%. And we didn’t do it by increasing arrests. We did it by giving young people opportunities to thrive.” • The City Network has value: “Tremendous value in networking opportunities to talk to other cities and see what cities are doing; and share with each other successes and failures so that we have multiple opportunities to get it right.” “Opportunities to share successes, talk about youth violence prevention, how to get it or raise it, elevate it more in the minds of other sectors of society, either governmental or non-governmental agencies.” • Valuable tools: “The roadmap is not just some high in the sky fluff.” • UNITY has made an impact: “We have access to resources we didn’t have before.” “[UNITY team members] have been instrumental in the development of the blueprint.” “Because of UNITY, we have addressed violence differently. We now see it as a health issue as well as a social issue.” “It is with great pride that I announce the adoption of the UNITY Tucson City Wide Violence Prevention Plan by the Mayor and Council at today’s study session.” 	

STRATEGY CONVENING, DAY 1, Chaired by Deborah Prothrow-Stith
September 8, 2010 8:15 – 5:30
Prevention Institute, 221 Oak Street (at 3rd)

8:15 Breakfast & Informal Networking

8:45 Welcome, Introductions, and Meeting Overview

Moderated by Deborah Prothrow-Stith with remarks from Larry Cohen, Rich Puddy, and Annie Lyles
This section will provide another opportunity for brief introductions, as well as include a welcome from Larry Cohen of Prevention Institute and Rich Puddy of the Centers for Disease Control and Prevention, including how UNITY fits with both organizations' vision and priorities. Deborah Prothrow-Stith will provide insight on where a public health approach to violence prevention has taken us and why we really need a movement to prevent violence.

10:00 Setting the Context: Overview of UNITY- Findings and Learnings from Five Years

Presented by Rachel Davis

Designed to help get all participants on the same page, this will provide an overview of UNITY to date, what we have learned and accomplished, and an overview of the UNITY Urban Agenda. This information will serve as a foundation for later discussions and participant input.

10:45 Break

11:00 Where Do We All Go From Here? – Group discussion and input

Facilitated by Deborah Prothrow-Stith and Larry Cohen

The previous session provided an overview of UNITY's first 5 years, our major accomplishments and lessons learned. This group discussion will focus on answering the question, where do we go from here, with a particular emphasis on what we should be accomplishing in the next 3 years. Participants will be encouraged to identify key trends and opportunities (e.g. health reform, trends in juvenile justice, etc.) and to advise us on key outcomes we should look to achieve, both as UNITY and as the broader network represented in the meeting. Finally, we will seek initial input on advancing the UNITY Urban Agenda, in particular focusing on how the Agenda fits/could fit with the priorities and missions of organizations and individuals in the room in order to build ever broader momentum.

12:15 Lunch and Informal Networking

1:00 Perspectives from UNITY Cities – Panel

Moderated by Xavier Morales with remarks from members of the UNITY City Network

Representatives from the UNITY City Network will share their perspectives on the need for a national agenda, the UNITY Urban Agenda, lessons learned from participation in the UNITY City Network that can help inform priorities and activities as we move forward.

1:30 Strategic Input from Participants – Small group discussions

Introduced by Annie Lyles

1) Leveraging opportunities; 2) Campaign; 3) Partnerships; 4) Linkages between violence and other conditions 5) Leadership; 6) Advancing the UNITY Urban Agenda

3:00 Break

3:15 Strategic Input from Participants – *Small group report backs*

Moderated by Billie Weiss

4:00 Growing the Movement, Advancing the Agenda –*Large group discussion*

Facilitated by Deborah Prothrow-Stith and Howard Pinderhughes

Building on the themes and input in the small group discussions and report backs, the group will identify key opportunities, partners, and action steps that should take place to achieve maximum impact in preventing violence in the US. The group will be asked to both provide advice to UNITY and to identify actions that can be taken by themselves, their organizations, or others.

5:15 Implications for tomorrow & dinner logistics

Moderated by Rachel Davis

5:30 Adjourn until dinner

STRATEGY CONVENING, DAY 2, Co-Chaired by Billie Weiss and Larry Cohen
September 9, 2010 8:30 – 12:00
Prevention Institute, 221 Oak Street (at 3rd)

8:30 Breakfast and Informal Networking

9:00 Welcome, Introductions, and Agenda Review

Moderated by Larry Cohen and Billie Weiss

9:30 Strategic Input: What can sectors do? – *Small group discussions and report backs*

Facilitated by Howard Pinderhughes

Participants will be asked to break up into preselected groups/sectors [A. Cities; B. Healthcare; C. Government; D. Local/Regional Groups; E. Philanthropists/Funders; F. Public Health; G. Impacted communities/people (e.g. youth, survivors, neighborhoods); H. National Organizations] to answer the following questions:

- What actions can members of your sector take to build a movement for the prevention of violence with a specific focus, as appropriate, on advancing the recommendations we landed on in day 1?
- What actions could members of your sector take to advance the UNITY Urban Agenda?
- What support, tools, or actions would be helpful for your sector that UNITY could provide to support these actions (e.g. materials, training, work group coordination, etc.)?

10:15 Break

10:30 Evaluation

10:35 Bringing it All Together – *Large group discussion*

Facilitated by Billie Weiss and Larry Cohen

Based on input and discussions over the entire meeting, participants will be asked to share their insight on highest leverage opportunities and priorities to move the needle on preventing violence in the US, including on ensuring that the elements of the UNITY Urban Agenda are elevated as critical resource and policy issues to support the success of cities in saving lives and fostering thriving communities.

11:30 Closing

Facilitated by Rachel Davis and Larry Cohen

Participants will be asked to share one final recommendation for UNITY and one personal/organizational commitment to advancing the work.

12:00 Adjourn and grab lunch