

# *UNITY RoadMap*

A Framework for Effective and Sustainable Efforts

## *Overview of Key Characteristics*

### ■ PARTNERSHIPS

- > High-Level Leadership
- > Collaboration & Staffing
- > Community Engagement

### ■ PREVENTION

- > Programs, Organizational Practices, & Policies
- > Communication
- > Training & Capacity Building

### ■ STRATEGY

- > Strategic Plans
- > Data & Evaluation
- > Funding



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.

This is a summary of the *UNITY RoadMap*, a comprehensive framework for preventing violence. For complete references and a full version of the *UNITY RoadMap*, please visit our website at [www.preventioninstitute.org/UNITY.html](http://www.preventioninstitute.org/UNITY.html) or contact us at 510.444.7738.

#### **Additional UNITY Resources to prevent violence**

- Information on what works
- Tools
- Training
- Consultation
- Peer networks
- City Voices & Perspectives
- Making the Case

**The contents of this document were excerpted from *Overview of the UNITY RoadMap, A Framework for Effective and Sustainable Efforts*. To see the references, please refer to the complete document.**

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# WHO does it take to prevent violence before it occurs?

## Partnerships

**PREVENTING VIOLENCE** is a top-down (*high-level leadership*)—bottom-up (*community engagement*) venture. In the middle, strong *collaboration* is supported by on-going attention from dedicated *staffing*.

The three elements of partnerships in the *UNITY RoadMap* are summarized below and followed by a more detailed description for each element, including key characteristics, city examples, and tools and resources.

### HIGH-LEVEL LEADERSHIP

Leaders can send a strong public message by declaring that violence is both unacceptable and preventable. From mayors, other elected officials, agency and department heads, police chiefs, and public health directors to superintendents, leaders can 1) catalyze and lead policy change, 2) ensure that financial and staffing resources are directed to preventing violence, helping to ensure efficacy and long-term sustainability, and 3) engage broader support through eliciting multiple partnerships between the public and private sector. More importantly, high-level leadership can successfully move forward priorities and engage and inspire others in that forward motion.

### COLLABORATION & STAFFING

No one person, group, organization, department or agency has the responsibility—or ability—to prevent violence. Violence prevention requires multiple private, public, and community players to come together in a strategic and coordinated way. An interdisciplinary collaboration can be organized as a coalition, committee, network or other form of public/private partnership, which serves as the central coordinating body. Further, dedicated staffing—situated at the city government level—can coordinate activities, facilitate communication between key sectors and the community, staff a coalition, implement activities, and help ensure accountability.

### COMMUNITY ENGAGEMENT

A mobilized, diverse constituency of individuals with common grievances can help advance a cause (Nathanson, 1999). Community-based organizations, the faith community, local businesses, and community residents such as youth and grassroots activists, all have a vital role to play in efforts to prevent violence. Their engagement, input, and leadership are critical in defining the problem and prioritizing and implementing strategies to prevent violence. Then, participation helps ensure that plan-

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ning, programming, and policies will meet their needs. Individuals and communities most impacted by violence can help transcend turf and other obstacles by advocating for and demanding attention be paid to preventing violence (Hambleton et al., 1997). Ensuring community engagement can help build the capacity of individuals and organizations to forge solutions for their community (Hambleton et al., 1997). Also, as city leaders move in and out of office, community investment and ownership can help to build and maintain political will for preventing violence with new leadership, transcending election cycles.

## KEY CHARACTERISTICS

### HIGH-LEVEL LEADERSHIP

**L**eaders can send a strong public message by declaring that violence is both unacceptable and preventable. From mayors, other elected officials, agency and department heads, police chiefs, and public health directors to superintendents, leaders can 1) catalyze and lead policy change, 2) ensure that financial and staffing resources are directed to preventing violence, helping to ensure efficacy and long-term sustainability, and 3) engage broader support through eliciting multiple partnerships between the public and private sector. More importantly, high-level leadership can successfully move forward priorities and engage and inspire others in that forward motion.

- **A MORAL COMMITMENT.** It is critical that violence is deemed unacceptable by people at the highest levels of government. According to Jack Calhoun, consultant to the National League of Cities and the California 13 City Gang Prevention Network, in “cities where there have been substantive successes, the mayor is the lead framer or spokesperson insisting that the violence or killing must end.”
- **HIGH-LEVEL ENGAGEMENT AND PARTICIPATION.** City leaders, mayors, and the heads of departments and agencies can influence the level of priority, visibility, and support designated to a specific issue. As leaders, they demonstrate commitment to violence prevention by designating dedicated members of their staff to collaborate on preventing violence.
- **AN OVERARCHING VISION THAT BRINGS TOGETHER BROAD PARTNERS AND CONSTITUENCIES.** Linking different priorities together, such as early childhood education and juvenile crime, can synergize the ways that different sectors work together on the same issue. Rather than competing for limited resources, diverse partners can be brought together by strong leadership under an overarching vision.
- **LANGUAGE THAT LEADS TO PREVENTION STRATEGIES.** Mayors play a key role in framing violence prevention for their cities. Mayor Jackson of Cleveland, OH speaks about a prevention approach to violence as making sense from a quality of life perspective. High-level leadership can represent a unified voice that

### KEY CHARACTERISTICS OF HIGH-LEVEL LEADERSHIP

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

articulates a shared sense of purpose and direction which incorporates the beliefs, goals, and concerns of disparate members into one message.

- **DEMANDS ACCOUNTABILITY.** Leaders have the capacity to demand participation and action with outcomes and hold multiple players accountable for their piece in preventing violence. As part of the implementation process of the *Alameda County Violence Prevention Blueprint*, Supervisor Nate Miley has insisted that all agency and department directors report to the public protection committee on the status of their efforts.
- **LONG-TERM COMMITMENT/LEGACY MINDSET.** Making significant strides in preventing violence requires long-term strategies, in which final outcomes may not necessarily be seen during an elected term or appointment. Yet by laying the groundwork while in office, the legacy of their work will last a lifetime. For example, upon initiating the *Blueprint for a Safer Philadelphia*, State Representative Dwight Evans made a 10-year commitment to youth violence prevention in the city with the understanding that short-term solutions would be insufficient to significantly reduce youth crime and violence.

## COLLABORATION & STAFFING

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- **INTERDISCIPLINARY.** Since the responsibility for addressing violence and the various underlying risk and resilience factors spans multiple sectors, the collaborative efforts must reflect this. The Mayor's Gang Task Force in San Jose, CA includes elected officials; school and law enforcement representatives; parks, recreation, and neighborhood services; community members; community-based organizations; corrections; the faith community; recovery services; family service agencies; and youth-serving groups.
- **MULTIJURISDICTIONAL.** Different partners have different jurisdictions, and it is valuable to have their efforts working in synergy. The jurisdiction dictates which entity might have authority or responsibility for particular areas, policies, or services. The different jurisdictions that need to be considered include municipalities, counties, school districts, transportation authorities, and regional economic development entities.
- **STRUCTURE FOR COLLABORATION.** The structure should be set up as a mechanism to help implement a strategic plan. A clear structure can delineate where lead violence prevention staff are housed, who they report to, the key partners engaged in the collaboration, frequency and nature of meeting, how

## KEY CHARACTERISTICS OF COLLABORATION & STAFFING

- Interdisciplinary
- Multijurisdictional
- Structure for collaboration
- Functioning coalition
- Public-private partnerships
- Clear decision-making processes
- A structure for accountability
- Appropriate staffing

department and agency directors are held accountable, and who is responsible for what. Being clear about the structure can help clarify the breadth of players at the table and how and for what purpose subcommittees exist. The *Alameda County Violence Prevention Blueprint* describes a structure for staffing within county government, recommended participants on the coordinating body, and roles for the coordinating body and staffing.

- **FUNCTIONING COALITION.** Keeping interdisciplinary coalitions functioning and effective is hard work, but it is a critical component of any successful effort to prevent violence. For example, the Violence Prevention Coalition of Greater Los Angeles was able to effect important policy changes in the city. The functioning of coalitions requires cooperation, long-term commitment, and strong leadership. The leadership structure must be stable, diverse, demonstrate effective goal setting capabilities, and possess the skills to cope effectively with political and administrative constraints (Gawande and Wheeler, 1999).
- **PUBLIC-PRIVATE PARTNERSHIPS.** Given the complexity of violence, prevention efforts require the support and engagement of both the public and private sectors. These types of collaborations should build on successful models of education, prevention, and service delivery, and identify critical areas for collaboration between community activists, researchers, epidemiologists, health care providers, policymakers, academics, survivors, philanthropists, representatives from state and local government, and the faith community (Hambleton et al., 1997).
- **CLEAR DECISION-MAKING PROCESSES.** Given the multiple players, having a clear process for decision making within the coalition, particularly for policy and programmatic decisions, is necessary. Further, having a transparent decision-making process in place can help reinforce feelings of investment in the work.
- **A STRUCTURE FOR ACCOUNTABILITY.** There is often a lack of accountability for violence prevention outcomes due to the notion that either no one in particular or “everyone” is responsible for violence prevention. Without a clear expectation of violence prevention outcomes from all stakeholders, as well as accountability for their success or failure, there is little guarantee that prevention efforts will be prioritized or as effective as possible.
- **APPROPRIATE STAFFING.** Staff carry out both daily and major responsibilities associated with successful implementation of a coordinated, violence prevention effort. Without dedicated staffing, responsibilities may be assigned as add-ons to other job descriptions, which will not likely receive priority or may be unnecessarily dispersed between multiple people. Staffing activities may include coordination and collaboration, staffing coordinating bodies and subcommittees, training, implementing campaigns, collecting and providing information about best practices and promising models, resource development, assessing resource allocation and alignment, policy development, outreach to and spokesperson for the media, and other responsibilities associated with implementing a violence prevention plan. Los Angeles, CA hired a Gang Reduction and Youth Development Director to plan, implement, coordinate, and provide the leadership in the

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city's overall gang reduction strategy. San Francisco, CA hired a violence prevention planning coordinator to take the city through its strategic planning process. The *San Francisco Violence Prevention Plan* calls for the appointment of a Violence Prevention Director, to guide and facilitate the implementation of the *Plan*, under the direction of the Mayor and in coordination with all involved city and community agencies.

## COMMUNITY ENGAGEMENT

**A** mobilized, diverse constituency of individuals with common grievances (Nathanson, 1999) can help advance a cause. Community-based organizations, the faith community, local businesses, and community residents such as youth and grassroots activists, all have a vital role to play in efforts to prevent violence. Their engagement, input, and leadership are critical in defining the problem and prioritizing and implementing strategies to prevent violence. Then, participation helps ensure that planning, programming, and policies will meet their needs. Individuals and communities most impacted by violence can help transcend turf and other obstacles by advocating for and demanding attention be paid to preventing violence (Hambleton et al., 1997). Ensuring community engagement can help build the capacity of individuals and organizations to forge solutions for their community (Hambleton et al., 1997). Also, as city leaders move in and out of office, community investment and ownership can help to build and maintain political will for preventing violence with new leadership, transcending election cycles.

- **COMMUNITY-DETERMINED PRIORITIES AND ACTIVITIES.** Strategies to prevent violence must reflect the culture and priorities of the communities and should be developed and implemented with community input. The absence of a grassroots or community voice lends to the impression that goals are created by and for other interests as opposed to being about the public's well-being (Hoffman, 2003). To this end, community members must feel that they are in control, that their goals are attainable, and that their efforts are worthwhile (Dugan and Reger, 2006). As part of its planning process, San Francisco developed a principle that states: "Community input, engagement and leadership are vital to defining the problem and prioritizing and implementing violence prevention strategies. Violence prevention strategies must be accountable to the community. Community knowledge and lived experiences must influence and inform the process, recommendations, and decisions. People who are directly impacted by violence have expertise and historical perspectives that must be incorporated into the solution."
- **COMMUNITY MEMBERS INVOLVED IN IMPLEMENTATION.** Clear mechanisms for community involvement in the implementation process helps ensure that a collaborative and comprehensive approach is used, avoiding a one-sided (top-down) approach. San Francisco hired a Community Liaison as one of its key violence prevention staff members to ensure ongoing representation of the community voice in all facets of work.

### KEY CHARACTERISTICS OF COMMUNITY ENGAGEMENT

- Community-determined priorities and activities
- Community members involved in implementation
- Community members involved in governance
- Transparency in planning, priority setting, and policy development
- Youth voice and engagement
- Survivor participation
- Faith community involvement
- Business sector involvement



- **COMMUNITY MEMBERS INVOLVED IN GOVERNANCE.** The coalition, task force, planning group, etc. that is set up at a city level should involve community members, and community members should be involved in more local or neighborhood-based structures as well. Having community members on the Mayor's Gang Task Force in San Jose, CA has helped ensure continuity through several administrations.
- **TRANSPARENCY IN PLANNING, PRIORITY SETTING, AND POLICY DEVELOPMENT.** All stages of planning, implementation, and evaluation should be transparent so that it is clear how priorities are being set and by whom. This will enable community members to "go to the source" for answers and to play a positive role in making change.
- **YOUTH VOICE AND ENGAGEMENT.** To meet the needs of young people, a youth voice must be reflected in efforts to prevent violence. Young people understand and are strong advocates for upfront (primary prevention) efforts, particularly those that nurture their talents and provide them with opportunities for leadership and self expression. Martin Martinez of the Male Advancement Project in New Mexico asserted in a UNITY National Consortium Convening: "If you're able to give youth opportunities to express themselves...this really gives them a say to nurture their talents...while at the same time giving them a chance to help improve their communities" (Martinez, 2007).
- **SURVIVOR PARTICIPATION.** Survivors—people who have been injured themselves or lost loved ones to violence—have compelling stories to tell and valuable input about what could have been done *in the first place* to prevent the tragedy. Survivors can help ensure that efforts remain focused on solutions, cut through turf battles, and provide genuine stories about why an ongoing, concerted effort is critical. Being able to draw on self-defined victims with the personal and social resources to engage in finding solutions can help strengthen momentum to prevent violence (Hoffman, 2003) .
- **FAITH COMMUNITY INVOLVEMENT.** The faith community has a long history of involvement in community issues and in building momentum for change. Further, the faith community is a cornerstone in many communities and holds the trust of the community. The faith community can be a powerful voice for change and an important partner in achieving it.
- **BUSINESS SECTOR INVOLVEMENT.** Local businesses have a vested interest in preventing violence because it can affect business, the ability to recruit qualified candidates, and employee productivity. Further, the business sector has an important set of skills not readily available in the public sector and may also be a valuable partner in funding efforts. Beyond funding, businesses can play a key role in implementation of strategies such as offering apprenticeships and internships, adopting schools, mentoring, neighborhood redevelopment, etc. The Business Sector Action Checklist, developed in Alameda County, CA, offers comprehensive strategies on how the business sector can get involved.

## NOTES:





# WHAT does it take to prevent violence before it occurs?

## Prevention

**PREVENTION** addresses multiple underlying contributors (risk and resilience/protective factors) through *programs, organizational practices, and policies*. These efforts can be strengthened by clear and consistent *communication* that makes a compelling case for prevention and *training and capacity building* to ensure that people have the necessary skills to support successful implementation.

The three elements of prevention in the *UNITY RoadMap* are summarized below and followed by a detailed description for each element, including key characteristics, city examples, and tools and resources.

## PROGRAMS, ORGANIZATIONAL PRACTICES, & POLICIES

Programs, organizational practices, and policies address the complex factors that contribute to violence by decreasing underlying risk factors and increasing resilience factors. Young people, families, and communities with increased resilience and decreased risk are more likely to thrive and be safe from violence. Combining programs with policies and practices contributes to more effective and sustainable outcomes. City representatives have prioritized a set of strategies for programs, organizational practices, and policies to prevent violence.

## COMMUNICATION

Effective communication can help build and sustain prevention efforts. Informed by effective framing, successful communication via channels such as the media, public officials, and others in the public sphere can convey positive messages about youth, build an understanding of effective violence prevention, make the case for prevention, and foster buy-in into prevention strategies and priorities.

## TRAINING & CAPACITY BUILDING

Practitioners, service providers, program and agency directors, and elected officials need skills to prevent violence. These skills can be developed through multiple avenues including consultation and technical assistance, training, conferences, mentoring, internships, coaching, and reading or other self-paced learning opportunities. Emphasizing the kinds of skills and leadership needed to develop, implement, and sustain the various elements of the *UNITY RoadMap* can help foster traction

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and success. Cross-disciplinary training can help build a common language and foster understanding about different roles. A key component of training is to help the public and private sectors understand how their mandates and activities can contribute to preventing violence.

## KEY CHARACTERISTICS

### PROGRAMS, ORGANIZATIONAL PRACTICES, & POLICIES

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#### ■ REDUCES RISK FACTORS AND INCREASES RESILIENCE FACTORS.

There is no single cause that accounts for violence. Rather, underlying risk and resilience factors contribute to violence or its prevention. A growing body of research demonstrates the interrelationship between risk and resilience (Pollard et al. 1999), the ability of resiliency to mitigate the effect of some risks (Bradley et al. 1994; Smith et al. 1995), and the importance of focusing on both sets of factors (Smith et al. 1995).

#### ■ STRENGTHENS COMMUNITIES, FAMILIES AND YOUNG PEOPLE.

Preventing violence requires a concentrated focus on neighborhoods, families, and youth. Community-level strategies can assure appropriate services, a synergy between efforts, and achieve a tipping point at which community-wide violence levels will fall. Families are the cornerstones of communities and the place where many values, beliefs, and norms are learned and passed on. Family members need appropriate skills and support in order to be safe and nurturing — especially families living in communities with high rates of violence. Programs, organizational practices, and policies can also prepare young people with the skills and supports to negotiate potentially volatile situations, form strong attachments and relationships, participate in their schools and communities in a meaningful way, and have hope about the future.

#### ■ ORIENTED TO CHANGING NORMS ABOUT VIOLENCE.

Violence is a learned behavior and is shaped by social norms. Norms can be defined as behavior shapers. Therefore, it is critical to not only focus on individual behaviors and attitudes but also the environments that shape those behaviors and attitudes. The *Spectrum of Prevention* (Cohen and Swift 1999) is a tool that enables leaders and coalitions to shape a comprehensive set of activities that can contribute to changing norms.

### KEY CHARACTERISTICS OF PROGRAMS, ORGANIZATIONAL PRACTICES, & POLICIES

- Reduces risk factors and increases resilience factors
- Strengthens communities, families and young people
- Oriented to changing norms about violence
- Place- or population-based
- Prioritizes prevention
- Balances immediate, intermediate & long-term priorities
- Brought to scale
- Culturally competent and relevant
- Developmentally appropriate

- **PLACE- OR POPULATION-BASED.** Emerging models for effective violence prevention do not focus solely on individuals or individual programs. To have a greater impact, efforts are being designed to reach an entire population (e.g., young people and their families or a defined place, such as a neighborhood). In part due to limited resources, many cities are indentifying specific geographic areas that are at high risk for violence and coordinating a range of services, supports, and initiatives within those areas. For example, Oakland, CA has identified Sobrante Park and the Historic Hoover Neighborhood and has dedicated staffing to coordinate and support efforts there through a formal partnership with the county’s public health department.
- **PRIORITIZES PREVENTION.** Successful youth grow up in communities where they are allowed—even encouraged—to thrive. Yet violence in many communities is interfering with young people’s ability to be successful. Young people are growing up in unsafe environments with limited opportunities. Violence is not inevitable. It is a predictable behavior in the unsafe environments where young people live. As a consequence, cities spend many resources addressing the *aftermath* of violence—in the form of criminal justice and law enforcement costs, medical and social services costs, and lost revenue—which threatens it’s economic independence. Youth deserve the opportunity to grow up in strong families and thriving communities—free from violence at home, in school, and in their communities, and they need the chance to be successful. This requires attention to and prioritization of prevention.
- **BALANCES IMMEDIATE, INTERMEDIATE & LONG-TERM PRIORITIES.** Violence creates a real and immediate danger in many neighborhoods and threatens the well-being of both youth and adults. While it is critical to take immediate and intentional steps to reduce the threat through intensive intervention efforts, it is also important to put intermediate and longer-term prevention strategies into place to reduce the threat over time. These strategies can be designed to work together for greater impact. It’s also important to understand that prevention outcomes can be achieved in relatively short periods of time. For example, schools can reduce violence by as much as 15% in six months with universal, school-based prevention strategies (Hahn, et al., 2007).
- **BROUGHT TO SCALE.** Addressing the most relevant risk and resilience factors and doing so in a way that will have the intended impact within identified neighborhoods, communities, schools, or cities requires bringing programs, practices, and policies to scale with adequate *staffing, training, and funding*. Too often, efforts are scattered, and precious resources are dissipated. Over time, it is critical to have enough saturation of programs, practices, and policies to have an impact on an identified population (e.g., a specific neighborhood, 14 – 19 year olds, etc.) and to be able to bring that investment to scale so outcomes can be sustained and violence will be prevented, rather than simply displaced to another location.
- **CULTURALLY COMPETENT AND RELEVANT.** Values, customs, and priorities vary from one culture to another and these differences must be accounted for in designing and implementing programs, policies, and practices to prevent vio-

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lence. Indeed, the strategies and priorities should reflect and feel relevant to those living in the community.

- **DEVELOPMENTALLY APPROPRIATE.** Developmental needs should be taken into account. Young children, “tweens,” adolescents, and young adults have different needs and capacities will respond accordingly.

## PRIORITIZED STRATEGIES TO PREVENT VIOLENCE BEFORE IT OCCURS

UNITY asked young people and representatives from cities across the country to prioritize strategies to prevent violence before it occurs. The identified strategies span the prevention continuum (primary, secondary, and tertiary), and were reframed by Philadelphia youth as *Upfront*, *In the Thick*, and *Aftermath*, respectively. These labels were adopted by participating cities and young people at the UNITY City Representatives Meeting.

Although efforts to prevent violence at each point on the continuum are important, city representatives and young people purposely prioritized more upfront strategies. They asserted that these are the strategies that can support positive attitudes and behaviors before the threat or onset of violence, and are the kinds of strategies that cities typically have the least resources to put in place and bring to scale. These prevention strategies are meant to complement existing intervention and enforcement/suppression strategies and can be put in place alongside them. To maximize success, the following strategies should be reflected in programs, organizational practices, and policies.

### PRIORITIZED STRATEGIES TO PREVENT VIOLENCE

Primary Prevention UPFRONT	Secondary Prevention IN THE THICK	Tertiary Prevention AFTERMATH
<ul style="list-style-type: none"> <li>■ Positive early care and education</li> <li>■ Positive social and emotional development</li> <li>■ Parenting skills</li> <li>■ Quality after-school programming</li> <li>■ Youth leadership</li> <li>■ Social connections in neighborhoods</li> <li>■ Quality education* (including universal school-based violence prevention strategies)</li> <li>■ Economic development*</li> </ul>	<ul style="list-style-type: none"> <li>■ Mental health services</li> <li>■ Mentoring</li> <li>■ Family support services</li> <li>■ Conflict interruption/ street outreach</li> </ul>	<ul style="list-style-type: none"> <li>■ Mental health services</li> <li>■ Successful re-entry</li> </ul>

A complete version of the Prioritized Strategies is available at [www.preventioninstitute.org/UNITY.html](http://www.preventioninstitute.org/UNITY.html). It includes a complete definition of strategies; the research documenting their ability to decrease risk factors and increase resilience factors; examples of local activities to implement each strategy; and links to experts, organizations, or published research.

\* For broad categories which are largely under the purview and mandate of specific agencies, the focus should be on delineating the elements within that category that will specifically address violence.

## **UPFRONT: Strategies everyone needs to be safe and thrive**

**POSITIVE EARLY CARE AND EDUCATION.** Foster age-appropriate social, emotional, and cognitive skill development within the context of strong attachments and relationships.

**POSITIVE SOCIAL AND EMOTIONAL DEVELOPMENT.** Support a process of growing self-awareness and self-regulation, often measured by an ability to pay attention, make transitions from one activity to another, control impulses, and cooperate with others.

**PARENTING SKILLS.** Train parents and other caregivers on developmental milestones and culturally appropriate, effective parenting practices to support a nurturing, safe, structured environment.

**QUALITY AFTER-SCHOOL PROGRAMMING.** Provide safe and enriching activities with structure and supervision during non-school hours.

**YOUTH LEADERSHIP.** Support and engage young people in decision making and give them age-appropriate authority.

**SOCIAL CONNECTIONS IN NEIGHBORHOODS.** Strengthen ties (characterized by trust, concern for one another, willingness to take collective action for the community good, and increased social sanctions against violent behaviors) among neighbors and community members.

**QUALITY EDUCATION (including universal, school-based violence prevention strategies).** Foster a positive and safe school climate in which young people learn violence prevention skills (e.g., conflict resolution, impulse control, anger management, problem solving, empathy, bystander, and anti-bullying)—all in support of improved academic achievement.

**ECONOMIC DEVELOPMENT.** Improve economic conditions and viable non-criminal economic opportunities with training and support for communities, families, and youth most at risk for violence.

## **IN THE THICK: Strategies designed for those who may be at increased risk for violence**

**MENTORING.** Provide supportive, non-judgmental role models who can form a strong and enduring bond with young people who are at risk.

**MENTAL HEALTH SERVICES.** Ensure early identification and provision of quality, affordable, therapy and support to address trauma and anxiety and to enhance coping skills.

**FAMILY SUPPORT SERVICES.** Provide integrated family services (e.g., therapy, case management, home visiting, income support, employment services and support) to families in need so that they are able to achieve self-sufficiency and foster nurturing and trusting relationships within the family.

## **NOTES:**

**CONFLICT INTERRUPTION/STREET OUTREACH.** Reduce violence, injury, and lethality through detection, interruption and de-escalation with street outreach workers in highly impacted neighborhoods and change the thinking and behaviors of the highest risk persons.

## **AFTERMATH: Strategies to help individuals, families, and communities heal from violence and move forward in positive ways**

**MENTAL HEALTH SERVICES.** Ensure provision of quality, affordable mental health and substance abuse treatment (including individual, group, and/or family therapy) and ongoing support for young people who have already demonstrated violent or seriously delinquent behavior to reduce the risk of future violence and crime.

**SUCCESSFUL REENTRY.** Support a successful transition from incarceration/detention to the community and reduce recidivism with services during incarceration (e.g., GED attainment, job training, substance abuse treatment, mental health services) and extend to post-release (e.g., housing assistance, job placement and support, education support, case management, income support, restorative justice, family support, substance abuse and mental health services, tattoo removal).

## **COMMUNICATION**

**C**ommunication can help build and sustain prevention efforts. Informed by effective framing, successful communication via channels such as the media, public officials, and others in the public sphere can convey positive messages about youth, build an understanding of effective violence prevention, make the case for prevention, and foster buy in for prevention strategies and priorities.

- **GROUNDING IN STRATEGY.** Communication should be driven by an overall strategy with clear goals and objectives. This will help define intended audiences, content and messages, timing, and outlets.
- **DELINEATES THE BENEFITS OF PREVENTION AND BUILDS A CONSTITUENCY.** Building political will for prevention efforts requires that various sectors stand behind a prevention platform. Different sectors will be responsive to different arguments. For example, the business sector and policymakers may articulate a strong, coherent case for the economic benefits of prevention. For others, benefits to quality of life, improved safety, or providing opportunities for young people may be more persuasive.
- **CLARIFIES THE PROBLEM.** Language that criminalizes youth can lead to fear-based solutions, instead of prevention priorities. This further reinforces the prevailing notion that violence is solely a law enforcement and criminal justice issue. Often, criminal activity and violence may be seen as an individual choice deserving of punishment and restitution. The public does not see violence as a community responsibility when it is framed as a problem for law enforcement to address. Because law enforcement and criminal justice are used as the dom-

## **KEY CHARACTERISTICS OF TRAINING & CAPACITY BUILDING**

- Reaches multiple audiences with appropriate information and skill-building
- Enhances ability to differentiate between prevention and intervention and enforcement/suppression approaches
- Fosters understanding of risk and resilience factors for preventing violence
- Establishes capacity to develop effective strategies to prevent violence
- Enables implementation of effective strategies
- Fosters leadership in advancing violence prevention efforts and outcomes
- Strengthens ability to collaborate across sectors, jurisdictions, and disciplines



inant frame, the resources for and emphasis on prevention *before* the onset of violence is often minimized. In fact, securing resources for on-going community programs, family supports, youth services, and other strategies that can help prevent violence is more challenging in the face of this dominant frame. The UNITY National Consortium recommended describing the problem in one of four ways: social/toxic environment, inability to meet individual needs, racialization, or structural-related issues.

- **CONVEYS VALUES.** Framing is a tool that can help shape effective communication. The concept of framing grew out of looking at political opinion among the general public. It was discovered that political messages resonate better with the public when the messages invoke their own values. Values can be defined as the beliefs of a person or social group in which they have an emotional investment (either for or against). Values inform people's default way of thinking, and understanding how to communicate in a way that resonates with their values is key. People might support or oppose the exact same policy based on the values that are deliberately brought up—or brought to mind (less consciously). Some of the work on framing from a political perspective has frequently elicited the following values: community, equity, fairness, family, freedom, independence, justice, opportunity, responsibility, self-reliance, safety, stability, success, tradition, trust.
- **OPENS PEOPLE UP TO THE OPTION OF PREVENTION.** The framing literature asserts that the key to framing is literally to open up people's minds to a possibility that they hadn't previously been open to or that enables people to think about something in a way that they weren't previously open to. With this understanding, UNITY consciously changed its language from violence prevention to "preventing violence before it occurs." Violence prevention is an accepted term in our society. Yet, for many, it keeps us embedded within a dominant criminal justice (after the fact) framework. By slightly modifying the language, we are inviting people to consider the possibility that violence can be prevented before it occurs.
- **CLARIFIES SOLUTIONS.** Effective frames present solutions, which "assume our nation's ability to overcome any problem and always offers positive solutions for doing so. Emphasizing solutions taps into pride and counters 'compassion fatigue,' in which people see a parade of social problems as impossible to solve" (SPIN Project and The Opportunity Agenda). As part of the solution, frames explain who is responsible. If a problem is personal then the solution is personal; if a problem is public then the solution is public. "Nothing stops a bullet like a job," a message that Father Gregory Boyle of Homeboy Industries in Los Angeles, CA has used to drive the point home that jobs, meaningful opportunities, and places where youth feel respected and valued for their contributions can go a long way in preventing violence. "Nothing stops a bullet like a job" effectively communicates "jobs" as a solution to violence while making an explicit case for prevention. Tucson, Arizona's framing for prevention promotes support of after school programs and safe neighborhoods. Nashville,

## NOTES:

Tennessee is focused on fostering support for positive youth development and on creating safe neighborhoods.

- **COMMUNICATES SUCCESS.** In order to maintain political will, people have to see and understand that success is possible. This requires a commitment to measuring, monitoring, and effectively communicating successes that can lead to stronger support for prevention and/or adjusting strategies to better address issues.
- **TAILORED FOR DIFFERENT AUDIENCES.** Different audiences will benefit from different information and therefore communication should be tailored accordingly. This may include attention to municipal agencies and departments, municipal leadership, neighborhoods, businesses, the general public, and specific demographics (e.g., males 18–25, young fathers, young mothers, people on probation or parole, girls 13–18). For elected officials, the economic argument may be valuable.
- **REINFORCES KEY MESSAGES CONSISTENTLY AND PERSISTENTLY.** Many framing researchers assert that people’s brains literally change by virtue of new possibilities that are presented to them (via framing). This kind of transformation won’t happen after one exposure. The key to success is consistency and persistence. Once a message is adopted, it is important that it be used widely and consistently to help reinforce the message. UNITY is using the language “preventing violence before it occurs” and encourages others to adopt this language to ensure more consistency in usage.
- **IS ACCESSIBLE.** Different audiences will find information accessible in different forms and in different places. There are many outlets, and the appropriateness of each should be considered. Examples include: website, training, conferences, press conferences/press coverage, department head meetings, HR materials (info with paychecks, postings, mailings, emails, etc.), podcasts/webcasts, billboards/bus stops. Further, choosing language that is appropriate and accessible to a general audience is crucial to communicating your message. Based on the work of Philadelphia, Pennsylvania youth, UNITY has adopted the language of “upfront,” “in the thick,” and “aftermath” to describe primary, secondary, and tertiary prevention priorities. The language is more accessible to a wider audience and conveys the essence of the strategies.
- **IS USEFUL.** Service providers and members of the community need information about what is going on across the county, best practices, and where to go for specific violence prevention–related information and services. There should be a mechanism for various jurisdictions to share information and resources; and relevant county agencies, departments, and community-based organizations can help ensure that the appropriate information is available and disseminated.
- **UTILIZES APPROPRIATE MECHANISMS FOR DISSEMINATION.** Having a message is important. Having mechanisms and venues for dissemination is equally important so that your message will reach as many people as possible. These outlets can include the media and public campaigns. The messages should reinforce key principles and goals of the overall effort.
- **ENGAGES MEDIA IN COVERAGE.** The media plays a critical role in setting the public agenda and in doing so, influences what the public and city leaders

## NOTES:

choose to address. Getting the media to cover violence as a preventable issue for which we are all responsible can be important in building political will. The media is considered to be an influential sector (Dusenbury et al., 1997).

## TRAINING & CAPACITY BUILDING

**P**ractitioners, service providers, program and agency directors, and elected officials need skills to prevent violence. These skills can be developed through multiple avenues including consultation and technical assistance, training, conferences, mentoring, internships, coaching, and reading or other self-paced learning opportunities. Emphasizing the kinds of skills and leadership needed to develop, implement, and sustain the various elements of the *UNITY RoadMap* can help foster traction and success. Cross-disciplinary training can help build a common language and foster understanding about different roles. A key component of training is to help all sectors understand how their mandates and activities can contribute to preventing violence.

- **REACHES MULTIPLE AUDIENCES WITH APPROPRIATE INFORMATION AND SKILL-BUILDING.** In order to implement a comprehensive plan, multiple audiences need information and skills. What each needs will vary from person to person and sector to sector. Ensuring that all of those players and partners have the appropriate skills is critical. It is important not only to include the “usual suspects” such as law enforcement professionals, social workers, and teachers, but also to think outside the box by including such groups as city agencies (e.g., planning and economic development), community providers (community-based and grassroots organizations), community services and businesses (e.g., the faith community and beauty salons), and community members (e.g., adults and youth).
- **ENHANCES ABILITY TO DIFFERENTIATE BETWEEN PREVENTION AND INTERVENTION AND ENFORCEMENT/SUPPRESSION APPROACHES.** While all elements of this continuum are important, frequently, elected officials, practitioners, and the general public may have less of an understanding about what kinds of strategies fall under prevention or mistake intervention and enforcement/suppression strategies as prevention. One consequence is the current focus on intervention and enforcement/suppression which shifts investment from quality prevention.
- **FOSTERS UNDERSTANDING OF RISK AND RESILIENCE FACTORS FOR PREVENTING VIOLENCE.** Effectively preventing violence requires getting at the underlying factors that contribute to violence in the first place. These underlying factors are called risk and resilience factors. They can either put individuals, families, and communities at risk of more violence or be protective against it.
- **ESTABLISHES CAPACITY TO DEVELOP EFFECTIVE STRATEGIES TO PREVENT VIOLENCE.** Beyond understanding what underlies violence, it is critical to develop strategies that will be effective in reducing risk factors and bolstering resilience factors. The upfront, in the thick, and aftermath strategies that

## KEY CHARACTERISTICS OF COMMUNICATION

- Grounded in strategy
- Delineates the benefits of prevention and builds a constituency
- Clarifies the problem
- Conveys values
- Opens people up to the option of prevention
- Clarifies solutions
- Communicates success
- Tailored for different audiences
- Reinforces key messages consistently and persistently
- Is accessible
- Is useful
- Utilizes appropriate mechanisms for dissemination
- Engages media in coverage

city representatives prioritized are a good starting place. Also, tools such as the *Spectrum of Prevention* can help forge comprehensive strategies.

- **ENABLES IMPLEMENTATION OF EFFECTIVE STRATEGIES.** Due to different factors, some locales have struggled with implementation of strategic plans and violence prevention strategies. In many cases, assessing the needed skills and capacities and seeking appropriate training and technical assistance may be of value.
- **FOSTERS LEADERSHIP IN ADVANCING VIOLENCE PREVENTION EFFORTS AND OUTCOMES.** Given the challenges of getting traction on and maintaining support for preventing violence before it occurs, it is valuable to foster and enhance leadership skills among those who are striving to advance outcomes.
- **STRENGTHENS ABILITY TO COLLABORATE ACROSS SECTORS, JURISDICTIONS, AND DISCIPLINES.** Often people in one sector, jurisdiction, or discipline may have only a general idea or a misinformed notion of what happens in other areas. Don Blevins, Chief of Probation in Alameda County, California stated: “We didn’t actually know what other agencies were doing. Having that information has been very helpful.” Training can help ensure that people know what others actually do. It can foster a common language, a shared understanding of problems and solutions, and a recognition that the contribution of other partners can strengthen the capacity to collaborate and achieve outcomes.

## NOTES:



# HOW can we maximize and sustain efforts to prevent violence before it occurs?

## Strategy

**STRATEGY** promotes approaches that are well coordinated, responsive to local needs and concerns, and build on best practices and existing strengths. Further, the *process* of strategy development builds a shared understanding and commitment and enables participants to establish working relationships. **Strategic plans** and their implementation should be informed by **data and evaluation** and have adequate **funding**.

The three elements of strategy in the *UNITY RoadMap* are summarized below and are followed by detailed descriptions for each element, including key characteristics, city examples, and tools and resources.

### STRATEGIC PLANS

Strategic plans clarify what prioritized actions will be taken in order to reduce violence. A good prevention plan reduces risk factors, bolsters resilience factors, promotes coordination, is responsive to constituent needs and concerns, and builds on best practices and existing strengths. It can be the foundation for sustainable, effective, scalable, and efficient efforts.

### DATA & EVALUATION

Quality baseline data can inform good strategic planning and implementation for a strategic plan by identifying existing assets and resources as well as gaps in services and emerging needs. With the plan in place, evaluation answers the following critical questions: Is the strategic plan working as intended? Is it achieving its objectives? Evaluation aids in determining whether efforts should be continued, improved, expanded, revised, or curtailed; it highlights ways to increase the effectiveness of the plan's management and administration; and it demonstrates accountability to funders and other stakeholders.

### FUNDING

Funding is critical for effective violence prevention. Significant investment will help ensure that young people and their families and communities have the necessary supports and opportunities. Many cities already have multiple resources invested in violence prevention and strategic plans, and strategies should inform how this investment can be maximized.

### NOTES:

# KEY CHARACTERISTICS

## STRATEGIC PLANS

**S**trategic plans clarify what prioritized actions will be taken in order to reduce violence. A good prevention plan reduces risk factors, bolsters resilience factors, promotes coordination, responds to constituent needs and concerns, and builds on best practices and existing strengths. It can be the foundation for sustainable, effective, scalable, and efficient efforts. Key components of strategy development can include: clarifying vision, goal, and directives; identifying needs and assets; establishing decision-making processes and criteria; determining and engaging the support of key constituents and decision makers; evaluating program effectiveness; fostering sustainability; and ensuring that resources are being appropriately used. While violence prevention plans will vary from one city to another based on needs and assets, there are a number of ingredients which should be considered.

- **ESTABLISHES A POSITIVE VISION.** A vision can be an overarching frame for multiple partners to rally around and can galvanize the imagination of a city.
- **DEVELOPED THROUGH AN EFFECTIVE PROCESS.** A good process can help garner traction, assure broad buy-in, and facilitate successful implementation. Elements of an effective process include a vision for preventing violence, focused goals based on key opportunities, efforts to build on existing priorities, relationship-based inter-sector collaboration, selection of the right indicators for maximum leverage in a given sector, establishment of accountability, and a commitment to data source development and ongoing community input.
- **DELINEATES SPECIFIC PREVENTION PRIORITIES.** Building on a city's values, needs, and strengths, a good plan can clarify what is most important and the what specific objectives and goals are for getting there. The program, practice, and policy priorities should be designed to directly impact the local conditions (risk and resilience factors) that contribute to violence.
- **DELINEATES STRUCTURAL AND SYSTEMS NEEDS.** In addition to prevention priorities, the plan should also include recommendations for systems and infrastructure that can help ensure success (e.g., collaboration and staffing structure, training and capacity building, communications, data and evaluation plans, and funding sources).
- **REFLECTS DIVERSE EXPERTISE.** Multiple perspectives and partners have expertise that can inform a comprehensive plan to prevent violence. *Philadelphia's Blueprint for a Safer Philadelphia*, which was championed by Pennsylvania State Representative Dwight Evans and guided by researcher and author of *Murder is No Accident*, Dr. Deborah Prothrow-Stith, was developed with input from lawmakers, law enforcement officials, public health officials, and community leaders.
- **CLARIFIES ROLES FOR MULTIPLE PARTNERS.** A clear plan can clarify roles, including who is responsible for what, and also institute measures of accounta-

## KEY CHARACTERISTICS OF STRATEGIC PLANS

- Establishes a positive vision
- Developed through an effective process
- Delineates specific prevention priorities
- Delineates structural and systems needs
- Reflects diverse expertise
- Clarifies roles for multiple partners
- Enjoys broad buy-in
- Includes or is accompanied by a concrete workplan
- Includes a plan for regular updating



bility. Multiple players need to have defined roles that will contribute to overall success. What is the role of the libraries? Of public health? Of probation? Of the economic development agency? Community based organizations? Youth? Community residents? Researchers? Social services, the schools, teachers, elected officials, etc.? What are the actions and where are they taking place? A plan can help clarify these roles.

- **ENJOYS BROAD BUY-IN.** A plan is only as good as its implementation. Ensuring broad buy-in of the plan's goals can help in the implementation process (see Elements of an Effective Process).
- **INCLUDES OR IS ACCOMPANIED BY A CONCRETE WORKPLAN.** Some plans may purposely be designed as long-term frameworks, in which case specific work plans (18–24 months) should be developed and updated on a regular basis. Regardless of the scope and breadth of the plan, it is critical that multiple partners understand their role in implementation and that there is a framework by which they can be held accountable. A concrete workplan can help clarify specific actions, roles, responsibilities, and timelines.
- **INCLUDES A PLAN FOR REGULAR UPDATING.** Because needs and priorities change, it is valuable to institute a process for regular revisiting and updating to ensure an up-to-date plan is in place.

## DATA & EVALUATION

**Q**uality baseline data can inform good strategic planning and implementation for a strategic plan by identifying existing assets and resources as well as gaps in services and emerging needs. With the plan in place, evaluation can answer the following critical questions: Is the strategic plan working as intended? Is it achieving its objectives? Evaluation aids in determining whether efforts should be continued, improved, expanded, revised, or curtailed; it highlights ways to increase the effectiveness of the plan's management and administration; and it demonstrates accountability to funders and other stakeholders.

- **COLLABORATIVE DATA WORKGROUP ESTABLISHED.** A collaborative data workgroup must be established and meet regularly. This workgroup assists with the development of the evaluation plan, its components, and its implementation. It will address issues of active and passive data surveillance and collection, link data sets, and identify pertinent variables, indicators, or other data elements to be collected. Data systems should be coordinated and linked for comprehensive analysis. The workgroup members should include experts in areas such as database management, statistics, violence prevention, youth development, criminal justice, geographic information systems (GIS), epidemiology, and other public health disciplines.
- **ASSESSING NEEDS AND ASSETS.** Conducting an assessment of the needs and assets of a community is needed to understand the scope of the problem, and to identify the strengths, assets, and protective factors that exist in the community. The assessment provides the baseline from which to evaluate changes

## KEY CHARACTERISTICS OF DATA & EVALUATION

- Collaborative data work group established
- Assessing needs and assets
- Mapping data of city, neighborhood, and community
- Setting goals and SMART objectives
- Objectives translated into evaluation questions
- Indicators and unit of analysis determined; existing and needed data identified
- Comparison group selected
- Evaluation plan written
- Data collected and analyzed to measure progress in achieving objectives
- Results disseminated
- Evaluation outcomes utilized to inform Strategic Violence Prevention Plan revision and implementation

that result from the strategy. The assessment should include data collection, stakeholder input, and key informant interviews.

- **MAPPING DATA OF CITY, NEIGHBORHOOD, AND COMMUNITY.** Geographic Information Systems (GIS) is useful to map the collected data and to present them spatially. Spatial data can be used to detect patterns of violence and to identify risk/protective factors in a city. They can assist in identifying focus areas for a strategic plan and for informing objectives and evaluation questions. In addition, maps generated by GIS can help illustrate changes over time. Strategy indicators can be mapped at baseline and after strategy implementation for comparison.
- **SETTING GOALS AND OBJECTIVES.** A strategic plan must include clearly-defined goals and objectives. A goal is a broad statement of what one hopes to accomplish to make an impact. Objectives operationalize the goal, make it measurable (a specific time frame, a metric change, or an accomplishment), and specifies a defined result of a specific activity (to be achieved in a finite period of time by a specified person(s)). The objectives must be SMART: specific, measurable, achievable, relevant, and time-based. A strategic plan should have multiple objectives categorized as process or outcome. Process objectives specify how the activity is to be delivered to intended recipients within a specified period of time. They specify the means to achieve the outcome objectives. Outcome objectives state expected short- and long-term outcomes of the activities.
- **OBJECTIVES TRANSLATED INTO EVALUATION QUESTIONS.** A strategic plan's process and outcome objectives must be translated into evaluation questions to be answered through the evaluation process. These questions describe the effectiveness of the plan implementation and whether proposed change moved in the expected direction. Results from the evaluation questions are analyzed to determine if the strategic plan met its objectives, and can also help to inform questions of cost effectiveness or cost benefit.
- **INDICATORS AND UNITS OF ANALYSIS DETERMINED; EXISTING AND NEEDED DATA IDENTIFIED.** Specific, measurable indicators—or variables—should be selected to evaluate the plan's progress in achieving each objective. Ideally, selected indicators should have a balance of risk (e.g., truancy and drop out rates) and protective factors (e.g., utilization of libraries and school attendance). Further, the unit(s) of analysis must also be predetermined, such as a city, a neighborhood, a population subgroup, or a school. Secondary data can also be used for evaluation. Existing data can come from county and city departments, the health department, police, school districts, and also from publically available state and national sources. If it is difficult to obtain relevant and consistent data, improving the quality of data available may be an important component of the strategy. Another option is to consider collecting primary data that more accurately fits the identified indicators in the evaluation plan.

## NOTES:

- **COMPARISON GROUP SELECTED.** Rigorous evaluation includes a comparison or control group. Impact is assessed by comparing outcomes of those receiving services of the strategic plan (intervention group) with outcomes of those not subject to the services (control group). If the two groups' outcomes differ in the expected way then the evaluator assumes the difference was a result of the strategic plan. To limit the influence of other factors on the evaluation outcomes, the control group should be similar to the intervention group in critical ways. If a control group is not possible, outcomes can be compared against state or national data; or outcomes can be analyzed over time, from before the start of the plan's implementation to a year later.
- **EVALUATION PLAN WRITTEN.** The evaluation plan must be developed at the same time as the strategic plan. The evaluation plan needs to specify the plan's objectives, evaluation questions, the indicators (or variables) for each objective, the unit(s) of analysis, and the comparison group. The evaluation plan should also delineate who is responsible for each of the components of the evaluation as well as the timeline for data collection and analysis. A good evaluation plan will allow for constant feedback on how well the strategy is being implemented as well as successes, failures, and challenges encountered.
- **DATA COLLECTED AND ANALYZED TO MEASURE PROGRESS IN ACHIEVING OBJECTIVES.** Data should be collected at specified intervals on an ongoing basis to compare baseline, process, and outcome measures for specific indicators, as determined by the evaluation plan. Collection and analyses of multiple indicators assists in identifying trends and demonstrating the plan's progress in reaching its objectives. Utilizing GIS to map data can provide a visual and spatial representation of the data trends over time.
- **RESULTS DISSEMINATED.** Data surveillance, assessments, and evaluations are only valuable and useful when their results are disseminated to and used by decision makers and other stakeholders. The disseminated materials must include findings, interpretations, implications, and recommendations. Data displays—including tables, charts, maps, and figures that are easy to understand—are critical for policy makers in guiding decision making and setting priority activities. Possible dissemination formats include technical reports, newsletters, opinion pieces in newspapers, news releases/press conferences, journal articles, staff workshops, personal discussions with city officials and stakeholders, and public meetings.
- **EVALUATION OUTCOMES UTILIZED TO INFORM STRATEGIC VIOLENCE PREVENTION PLAN REVISION AND IMPLEMENTATION.** Evaluation is an iterative process. Baseline data informs the development of a strategic plan and its evaluation components. The evaluation outcomes and results in turn inform the revision of the plan and its implementation.

## NOTES:

# FUNDING

**F**UNDING is critical for effective violence prevention. Significant investment will help ensure that young people and their families and communities have the necessary supports and opportunities. Many cities already have multiple resources invested in violence prevention and strategic plans, and strategies should inform how this investment can be maximized.

- **SIGNIFICANT INVESTMENT.** Prevention programs, practices, and policies require financial resources for successful implementation. Funding sources should be directed to support interdisciplinary collaboration and staffing, training and capacity building, communication, data and evaluation, facilities, and other costs associated with successful outcomes, scalability, and sustainability.
- **ALIGNMENT OF RESOURCES.** Once priorities are established, existing and new resources should be aligned for the greatest impact. Once the city council of Salinas, California adopted *Cultivating Peace in Salinas*, they used the recommendations as a screen for new proposals and only accepted those that were in alignment with the goals of the plan. In Cleveland, Ohio, the mayor has organized the police department and the public school system in coming together to develop a plan to align resources for youth violence prevention and engaged a wide range of partners. He meets regularly with nonprofit groups, school district representatives, the chief of education, and the recreation department to ensure that resources are aligned for this issue.
- **APPROPRIATE ALLOCATION.** Since resources are scarce in comparison to need, they should be allocated to meet the greatest need, with the greatest chance of success, and in sufficient dosage to have an effect. One emerging approach is the coordination of significant resources into specific neighborhoods that are highly affected by violence. For example, San Diego, California's Gang Prevention and Intervention Strategy delineates a goal to advance effective and promising gang prevention and intervention programs and strategies on a neighborhood basis.
- **ADEQUATE RESOURCES TO SUPPORT IMPLEMENTATION OF ALL ELEMENTS OF THE UNITY ROADMAP.** In order to implement and sustain efforts at the level needed for success, resources and attention must be deliberately and strategically allocated to programs, organizational practices, policies and, the infrastructure that support them. The supporting infrastructure is encompassed in the *UNITY RoadMap* as high-level leadership, collaboration and staffing, community engagement, communication, training and capacity building, strategic plans, and data and evaluation.
- **FLEXIBILITY FOR LOCAL PRIORITIES.** Investments should be made based on local priorities and needs which don't necessarily correspond to federal, state, or local funding streams. One example of a flexible funding stream was SB555 in Oregon which required state agencies to blend their funding streams to support implementation of county-level strategic plans. Cities can support neighborhoods in similar ways.

## KEY CHARACTERISTICS OF FUNDING

- Significant investment
- Alignment of resources
- Appropriate allocation
- Adequate resources to support implementation of all elements of the UNITY RoadMap
- Flexibility for local priorities
- Sustainable revenue sources
- Diversified funding sources

- **SUSTAINABLE REVENUE SOURCES.** Violence prevention efforts should be long-term, and this requires sustainable revenue. Some cities have used ballot initiatives, such as Measure Y in Oakland, California, to generate ongoing funding. In many cases, diversified funding sources (see list of potential funding sources at the end of the next paragraph) can help ensure sustainability. Too often, prevention efforts are cast adrift in tough budget times, in spite of the promise that prevention can improve quality of life, while saving lives and money. In Cleveland, Ohio, Mayor Jackson has framed his approach using an economic lens arguing that if teens are not going to school and not being prepared to enter college, a tech school, or a job, they cannot contribute to the tax base. He encourages investment or warns that the numbers of youth not prepared will continue to increase.
- **DIVERSIFIED FUNDING SOURCES.** In order to ensure adequate, sustainable funding levels, a combination of funding sources may be helpful. Examples of diverse sources include designated city resources; agency and department contributions; in-kind staffing, government and foundation grants; federal and state appropriations; filing, registration, and licensing fees; local tax initiatives; and private and business sectors contributions. Through the leadership of a state representative, Philadelphia, Pennsylvania received more than \$20 million in state funds to support the *Blueprint for a Safer Philadelphia*. In Alameda County, California, the *A Lifetime Commitment to Violence Prevention: The Alameda County Blueprint* recommends establishing stable funding sources to support effective violence prevention efforts in the county and to develop resources for special projects. A combination of potential funding sources includes 1) designated city resources; 2) agency and department contributions; 3) in-kind staffing; 4) government and foundation grants; 5) federal and state appropriations; 6) filing, registration and licensing fees; and 7) private contributions.

## NOTES: