

Preventing Violence Before it Occurs

Overview of the UNITY RoadMap

A Framework for Effective and Sustainable Efforts

■ SUMMARY

► **WHO** *does it take to prevent violence before it occurs?*

PARTNERSHIPS

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

■ PREVENTION

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

■ STRATEGY

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



Prevention Institute

Harvard School of Public Health

Southern California Injury
Prevention Research Center,
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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 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

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Photos on pages 2 and 3 were obtained from the following websites:

Mayor Jackson: www.city.cleveland.oh.us/index1.html

Mayor Rybak: www.ci.minneapolis.mn.us/mayor/images/rybak_large.jpg

Rep. Evans: www.pahouse.com/Evans/

Mayor Slay: <http://stlouis.missouri.org/citygov/mayor/>

Mayor Walkup: www.tucsonaz.gov/mcc.html

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SUMMARY OF THE SECTION



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,

It is incumbent on violence prevention leaders to find a way to meaningfully engage multiple people and sectors in the solutions, including those most afflicted by violence. Violence affects the people we care about and is costly to our public systems. Everyday decisions about how city services function require working together to effectively prevent violence before it occurs.

from the *UNITY RoadMap*

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.



WHO does it take to prevent violence before it occurs?

Partnerships

HIGH-LEVEL LEADERSHIP

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KEY CHARACTERISTICS

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

“A genuine leader is not a searcher for consensus but a molder of consensus.”

Martin Luther King, Jr.

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

- **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.

CITY EXAMPLES

CLEVELAND, OH: Prevention Makes Sense



Mayor Frank Jackson is providing strong leadership for violence prevention in Cleveland, OH. As Mayor, he implemented the “One Voice, Zero Tolerance” initiative declaring zero tolerance for youth crime and youth violence coupled with support for young people. In order to sustain the momentum for violence prevention, Mayor Jackson consistently speaks about a prevention approach to violence as “making sense” and makes the economic case for violence prevention. The mayor has led the way by organizing the police department and the public school system to come together and develop a plan to align resources. 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.

MINNEAPOLIS, MN: Using the Bully Pulpit



By using the Mayor’s bully pulpit, **Mayor J.T. Rybak** has brought the issue of youth violence to the forefront in Minneapolis, MN. Recognizing youth violence as a public health problem, the Mayor and City used a community foundation to convene the Mayor’s Youth Violence Prevention Steering Committee. Through an 8-month collaborative process, the *Blueprint for Action: Preventing Youth Violence in Minneapolis* was developed. The four major areas of work outlined in the *Blueprint* include: 1) every child has an adult invested in them, 2) helping children at risk, 3) when a child is off track, helping him get back on track, and 4) how to change culture. Mayor Rybak’s acknowledgment of the problem and his leadership of the issue has helped advance violence prevention efforts in Minneapolis.

TOOLS & RESOURCES

- **Building Public Will: A communication approach to creating sustainable behavior change.** The Metropolitan Group. www.metgroup.com
- **Laying the Groundwork for a Movement to Reduce Health Disparities,** Prevention Institute, April 2007. This document includes a synthesis of critical elements of social movements.

“If kids are not going to school and not being prepared to enter college, a tech school or a job, they cannot contribute to our tax base. You either invest in this, or in five years the numbers of youth not prepared will continue to increase.”

Mayor Frank Jackson
City of Cleveland, OH

PHILADELPHIA, PA: The Prevention Legacy



State Representative Dwight Evans took on the issue of violence prevention following the death of a young child around a school playground in 1999. Going beyond the criminal justice approach, Rep. Evans initiated prevention strategies by committing the city of Philadelphia to a 10-year model to address violence prevention, which would not criminalize young people but rather to focus on strategies to give youth opportunities and positive adult presence in their lives. To build long-term support for violence prevention, Rep. Evans is using a multi-component strategy and engaging businesses and the corporate sector by making the case for the economic benefits of prevention, connecting violence to unemployment, and discussing how growth of the city ties to these issues. Rep. Evans has also brought resources to the table as Chair of the Appropriations Committee.

ST. LOUIS, MO: Building Political Will



Mayor Francis Slay has taken leadership on key issues to build awareness and support and to mobilize resources for prevention, including steadily building political will to improve the public school system in St. Louis, MO. He enacted tax initiatives, building public understanding of the issue and bolstering visible public support for violence prevention. Through his strong leadership, Mayor Slay has been key in building political will by soliciting support from powerful leaders in different sectors. Further, he has formed partnerships with “someone who is in charge [public agencies] to get momentum going.” Yet the mayor’s team learned what is not effective when they tried to push forward dramatic and rapid school reform without first building support from other sectors; they were met with resistance from many different groups that prevented them from making the changes they wanted. This experience taught them to take the time to build broad support among the relevant constituencies before attempting to push through drastic changes.

TUCSON, AZ: Approaching Prevention with a Legacy Mindset



Mayor Bob Walkup is laying out a legacy plan—The Mayor’s Global Alliance for Community Wellness—which explicitly acknowledges the importance of focusing on long-term efforts that will reap benefits for the city long after the Mayor’s term. The priorities in his legacy initiative are safety, violence prevention, substance abuse prevention, physical health, and emotional health.

“The mayor, declaring ‘the time to do [prevention] is now,’ has been very powerful in generating broad support.”

Robbyn Wahby,
Executive Assistant/Education Liaison,
Mayor’s Office, City of St. Louis, MO
at the UNITY National Consortium,
March 9, 2007

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, that 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.

KEY CHARACTERISTICS

- **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 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

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

Dr. Deborah Prothrow-Stith
Harvard School of Public Health

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 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.

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

CITY EXAMPLES

LOS ANGELES, CA: Violence Prevention Coalition of Greater Los Angeles

The Mayor of Los Angeles has appointed a Director of Gang Reduction and Youth Development to help coordinate the city's efforts and drive appropriate policy change. Also, the Violence Prevention Coalition of Greater Los Angeles (VPCLA) is a network of organizations and individuals dedicated to addressing violence as a public health epidemic. Formed in May 1991, by the Los Angeles County Department of Health Services, the coalition represents a cross-section of concerned individuals from public and private organizations including: public health, schools, universities, law enforcement, the judiciary, community based organizations, the medical community, hospitals, the entertainment, media, and the community. The Coalition seeks to identify the social policies and processes that can prevent, control, and reduce this costly health problem. The major accomplishments of the coalition range from creating a 900 membership base representing the private and public sectors, public activities such as Dance for Peace and Basketball tournaments, and playing an instrumental role in the passage of the first ban on .50 caliber sniper rifles in the city of Los Angeles.

OXNARD, CA: Oxnard Alliance for Community Strength

Oxnard Alliance for Community Strength is a collaborative between the city of Oxnard and the county of Ventura. Its mission is to develop and provide coordinated resources to create a safe environment for our youth and families in their homes, schools, and communities. Their formation is the result of collaborative dialogues between the City of Oxnard and County of Ventura and resulted in the allocation of funds from both entities to hire a violence prevention consultant in April 2007. The Alliance is co-chaired by Oxnard Mayor Tom Holden and Ventura County Supervisor Kathy Long, and has two primary subcommittees, a Technical Team (including city representatives, the faith community, social services, parks and recreation, and the police department) and the Policy Team. Through a strategic planning process involving the city and community representatives, the Alliance developed its strategic plan, the *SAFETY Blueprint*.

STATE OF ILLINOIS: Illinois Violence Prevention Authority

Established by the Illinois Violence Prevention Act of 1995, the Illinois Violence Prevention Authority (IVPA) is the first state agency of its kind dedicated to violence prevention in the United States. In creating the IVPA, the Illinois State Legislature recognized the need for a comprehensive, collaborative public health and public safety approach to violence prevention. The IVPA is co-chaired by the Illinois Attorney General, Lisa Madigan, and the Director of the Illinois Department of Public Health,

TOOLS & RESOURCES

- **Examining Potential Structures for Violence Prevention in Alameda County, CA.** This document examines four potential options for a structure to support violence prevention.
- **Collaboration Math: Enhancing the Effectiveness of Multi-disciplinary Collaboration.** Archived trainings available from Prevention Connection at www.preventconnect.org
- **Developing Effective Coalitions: An Eight Step Guide.** A guideline on the process of coalition-building; intended for advocates and practitioners.
- **The Tension of Turf: Making it Work for the Coalition.** A supplement to Eight Steps to Effective Coalition Building.
- **Never Too Early, Never Too Late....to Prevent Youth Crime & Violence.** This report was issued by the Little Hoover Commission in June 2001.
- **Shifting the Focus: Accomplishments and Lessons Learned (August 2002).** The report describes a State interdisciplinary partnership, major efforts and methodologies and documents the lessons learned over the course of the initiative.
- **Strengthening the Collaboration Between Public Health and Criminal Justice to Prevention Violence,** in *Prevention is Primary: Strategies for Community Well-Being*. Editors: Cohen, Chehimi, Chavez Jossey Bass 2007.

Damon Arnold, MD, MPH. Emphasizing multi-disciplinary, collaborative prevention efforts, the IVPA plays a leadership role in linking together violence prevention efforts throughout the state, and coordinates the violence prevention efforts of the state and local agencies represented on the Authority Board. The IVPA also actively works with other agencies and organizations in the private sector, encouraging networking and exchange of best-practice models. As a result, diverse violence prevention initiatives benefit from the increased efficiencies of stronger partnerships.

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.

KEY CHARACTERISTICS

- **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

"When we really truly involve the community in these strategies, the community keeps us more accountable than anything else. There is no one evaluator that has worked for NIH or any other organization that can make this promise more accountable than a mom that is committed to a program for their kids. When they are involved, this is not going to disappear when funding goes away. So this really is what makes programs accountable. Community participation, when it's real, is your main investment in accountability. It's your main investment in sustainability."

America Braccho
Latino Health Access

(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.

- **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.

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

CITY EXAMPLES

CHICAGO, IL:

Ceasefire—The Campaign to STOP the Shooting

CeaseFire: The Campaign to STOP the Shooting is a community effort to reverse the violence epidemic in Chicago using street outreach workers, public education campaigns, and community mobilization. Based on public health principles, CeaseFire develops and implements strategies to reduce and prevent violence, particularly shootings and killings. CeaseFire relies on outreach workers, faith leaders, and other community leaders to intervene in conflicts, or potential conflicts, and promote alternatives to violence. CeaseFire also involves cooperation with police and it depends heavily on a strong public education campaign to instill in people the message that shootings and violence are not acceptable. Finally, it calls for the strengthening of communities so they have the capacity to exercise informal social control and respond to issues that affect them. Since the inception of CeaseFire, studies have shown significant reductions in shootings and homicides in CeaseFire areas.

SAN JOSE, CA:

Mayor's Gang Prevention Task Force (MGPTF)

The San Jose Mayor's Gang Prevention Task Force (MGPTF) provides an example of an integrated approach of community collaboration to address gang violence and provide support to gang-involved youth and their families. Started in the mid-1990s and chaired by the Mayor, the MGPTF has engaged a cross-section of community partners, and formed collaborative partnerships among the city, schools, community and neighborhood groups, faith-based organizations, other law enforcement agencies, and the County of Santa Clara Probation Department. Since its inception, the MGPTF has reduced youth violent crime by almost half, cut the school dropout rate, and reduced commitments to the California Youth Authority and to foster care.

NATIONALLY LOCATED:

Survivors for Violence Prevention

Survivors for Violence Prevention (SVP) is a survivor-led initiative with the aim to increase education and to affect public policy around survivorship. Its mission is “to provide a powerful, united voice for survivors to inform thought and to encourage debate on national public policy to reduce violence in the United States.” From 1998 through 2004, SVP has convened six annual conferences in partnership with the Harvard School of Public Health, Violence Prevention Programs (HSPH-VPP). The conference brings together violence prevention practitioners and survivors, along with community activists, service providers, and advocates for systems change.

TOOLS & RESOURCES

■ Business Sector Action Checklist.

Multiple activities for the business sector to do to prevent violence.

www.preventioninstitute.org/UNITY.html

■ *Laying the Groundwork for a Movement to Reduce Health Disparities*, Prevention Institute, April 2007.

■ *Peace by Piece: A Violence Prevention Guide for Communities*.

A comprehensive, step-by-step guide for communities to develop effective collaboration and strategies.

■ *Survivors For Violence*

Prevention. A survivor-led initiative with the aim to increase education and to affect public policy around survivorship.

www.ncsvp.org/index.php

■ *Youth Together*. Created as a community-based response to inter-racial conflicts and violence in schools. www.youthtogether.net/mainframe.php3

■ *Youth on Board*. Supports young people to make a difference in their communities and strengthening partnerships between youth and adults. www.youthonboard.org/publications.htm

NASHVILLE, TN: National Community Coalition for Youth Safety

The City of Nashville's strategic planning process to prevent youth violence heavily incorporated the input of youth. Their principle that "engaging youth is not just a question of inviting them and giving pizza" was reflected throughout the planning process. The National Community Coalition for Youth Safety, originally named Coalition Against Youth Violence, was renamed by the youth advisory group because they felt that they could not serve on a group with "youth violence" in the name. Further, the young people helped to identify and prioritize the themes of Nashville's strategic plan, which is organized around safe places, caring adults, and employment training and opportunities. Nashville was able to engage youth by working through schools and community agencies, in particular Youth United of the Oasis Center. Given the time constraints of youth, the strategic planning group worked activities within and around the school day.

"Engaging youth is not just a question of inviting them and giving pizza."

Dr. Paul Juarez
Meharry Medical College &
The National Community Coalition for
Youth Safety

The UNITY RoadMap Gauge: How is your city doing?



THIS UNITY ROADMAP GAUGE can provide a snapshot of your city's efforts, gauge your city's level of effort and effectiveness, and prioritize areas of focus for a city committed to preventing violence. For each characteristic associated with PARTNERSHIPS, please rate how well your city is doing as follows:

- 1. EXISTING:** Is this in place at all? Use a check [✓] next to the items that are in place in your city.
- 2. EFFORT:** How hard is your city trying? From 0% to 100%, rate how much effort your city is putting into accomplishing each item.
- 3. EFFECTIVENESS:** How well is your city doing? Use a grading scale of A-F, (A=successful, F=failing).
- 4. PRIORITIZATION:** What is most important to focus on? Use high (H), medium (M), and low (L) to rate how important it is for your city to focus on improving that particular issue.

WHO?		1. Existing? (✓ if yes)	2. Effort? (0-100%)	3. Effective? (A-F)	4. Priority? (H,M,L)
PARTNERSHIPS	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	_____	_____	_____	_____
	High-Level Leadership.	_____	_____	_____	_____
	HIGH-LEVEL LEADERSHIP				
COLLABORATION & STAFFING	Interdisciplinary.	_____	_____	_____	_____
	Multijurisdictional	_____	_____	_____	_____
	Structure for collaboration.	_____	_____	_____	_____
	Functioning coalition.	_____	_____	_____	_____
	Public-private partnerships	_____	_____	_____	_____
	Clear decision-making processes	_____	_____	_____	_____
	A structure for accountability	_____	_____	_____	_____
	Appropriate staffing	_____	_____	_____	_____
Collaboration & Staffing	_____	_____	_____	_____	
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 engagement.	_____	_____	_____	_____	