Combatting Youth Violence in American Cities

PROGRAMS AND PARTNERSHIPS IN 30 CITIES

COPS
Community Oriented Policing Services
U.S. Department of Justice

The United States Conference of Mayors

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Letter From the Director

Dear colleagues,

Youth violence has long been a major challenge for American police chiefs, schools and municipal leaders. An enduring threat, it undermines the public safety and economic health of cities across the nation, and according to a 2015 Centers for Disease Control and Prevention (CDC) Fact Sheet on Youth Violence, it sent more than 630,000 young people to emergency rooms in 2012 alone. But because of the complex nature of its origins and the special needs of both victims and perpetrators, this problem resists traditional law enforcement solutions.

In an effort to stem the toll youth violence is taking on our communities, the U.S. Conference of Mayors asked the leaders of 30 cities for their help in developing a report which can be used as a tool to prevent and respond to these crimes. This report describes the problems they've encountered and the practices and programs they've found most helpful. In so doing, it highlights the need for collaborative efforts, including partnerships with schools, police, and municipal stakeholders, as well as strong community relations and the development of personal connections with young people.

Though the approaches varied, there was consensus on the importance of all stakeholders working together – including not only teachers, counselors, police and city administrators, but business leaders, parents, clergy, and the young people themselves. All who participated in the development of this report also agreed that communication, trust, and caring, positive relationships are vital to the prevention of youth violence. The focus of most initiatives is more on prevention than on punishment, supporting programs such as restorative justice, which can help youthful offenders reform and adopt more productive means of dealing with anger. These approaches reflect community policing principles, which we at the COPS Office strongly endorse as the most effective means to reducing all forms of crime and improving overall public safety.

On behalf of the COPS Office, I thank the U.S. Conference of Mayors for partnering with us to compile this valuable report. By detailing the experiences and activities of 30 cities with a wide range of problems in all aspects of youth crime – from counseling to court processing – it provides comprehensive, practical guidance for all municipal and law enforcement leaders.

Too many of our nation's youth are losing or destroying their lives and those of others. This is not just an isolated problem. It's our problem, a challenge to all Americans, which can only be met by all of us working together, with both public and private programs supported by professionals and community members alike. This report is an excellent guide to meeting this challenge.

Sincerely,

Ronald L. Davis
Director
Office of Community Oriented Policing Services

Introduction

Mayors, police chiefs, and school administrators share an understanding of the ways that youth violence harms their schools, neighborhoods, and cities overall. How they work together in citywide partnerships to combat youth violence is the focus of this report prepared by The U.S. Conference of Mayors in conjunction with the U.S. Department of Justice's (DOJ) Office of Community Oriented Policing Services (COPS Office).

Homicide is reported to be the third leading cause of death for this nation's youth. In 2012, more than 630,000 young people 10 to 34 years of age were treated in emergency departments for injuries resulting from violence. Youth violence has long challenged those responsible for public safety in cities, and through the years they have learned that a city's response to it cannot be limited to law enforcement. A successful response calls for strong partnerships between mayors and police chiefs of the kind that community policing concepts have been shown over the past two decades to strengthen.

Successful response relies as well on school leaders' commitment to making their schools safe for all students. Those responsible for young people's school experiences are no strangers to violence in and around their schools and know that its effects go well beyond those directly involved to the student body as a whole. While the job of teachers, counselors, and other school staff is to equip students for productive lives, too often that job includes handling discipline problems, disruptive behavior, violence, and bullying—the kinds of problems that spill onto streets and into neighborhoods and so are shared with police officers and others in the juvenile justice system.

Overview

In March 2015, mayors were invited to participate in the development of a report that would serve as a tool for mayors, police chiefs, and school administrators throughout the nation who are committed to reducing youth violence in their cities. The mayors were asked to describe the approaches they were taking to reduce the problem, focusing on the kinds of partnerships that were involved and on the specific activities and practices undertaken to prevent or respond to youth violence in schools and neighborhoods. Comments also were sought on the most difficult problems encountered in implementing or maintaining their activities and practices, the keys to the formation of successful partnerships, and measures of the effectiveness of the approaches being described.

This report contains descriptions of approaches taken to combat youth violence submitted by mayors and other officials in 30 cities of varying sizes (the smallest having a population of about 44,000) and representing every region of the country. These vary widely in their content and level of detail, and the approaches themselves vary widely in their scope:

- Reports from most of the cities describe substantial citywide initiatives involving multiple agencies (both public and private) and multiple services.
- A number of cities provided inventories of individual programs and services aimed at problems contributing to youth violence. Others focused on smaller numbers of initiatives they have put in place, and four of the cities described single initiatives. It is understood that these smaller numbers of initiatives do not necessarily represent the totality of youth violence prevention efforts in place in the cities submitting them.
- For many cities in this report, a key to preventing problems is to establish and maintain trust of law enforcement officers in the most challenged communities; any program that puts officers in constructive contact with children and youth in schools and communities is seen as contributing to this goal.
- Approaches taken by five of the cities in the report—Baltimore, Maryland; Columbus, Ohio; Dothan, Alabama; San Francisco, California; and Tacoma, Washington—include direct intervention in violent or potentially violent situations involving youth; many of the other cities describe approaches to intervening in problem situations that, left unattended, could lead to more serious problems for the youth involved.
- Programs that enable young people to avoid traditional court processing for generally first-time, nonviolent offenses are included in the approaches described by Alexandria, Louisiana; Alexandria, Virginia; Baltimore; Cedar Rapids, Iowa; Durham, North Carolina; Gardena, California; Madison, Wisconsin; and Pembroke Pines, Florida. These diversion programs hold young offenders responsible for their actions while keeping them from entering the juvenile justice system.
- Restorative justice programs, in which young offenders resolve conflicts on their own and are subject to various forms of mediation by peers, teachers, and others in their schools or communities, were referenced in the approaches of Baltimore; Gardena; Hartford, Connecticut; Knoxville, Tennessee; Louisville, Kentucky; Madison; Santa Barbara, California; and Seattle, Washington.
- References to the importance and value of using evidence-based interventions for at-risk youth and juvenile offenders appear throughout this report, as do references to the use of data-driven decisions and strategies in responding to youth violence. These are found in the entries for Baltimore; Gardena; Hartford; New Orleans, Louisiana; Orlando, Florida; San Francisco; Santa Barbara; and Seattle.

Many of the cities in this report describe the use of well-established programs and national initiatives known to be targeting at-risk youth in cities across the nation.

- School resource officers are components of efforts in Alexandria, Virginia; Cedar Rapids; Charleston, South Carolina; Dothan; Knoxville; Pembroke Pines; Revere, Massachusetts; Tacoma; and York, Pennsylvania. Cedar Rapids and Revere also cite their use of PAL (Police Athletics/Activities League) officers.
- The DOJ's collaboration model to combat youth and gang violence, provided by the Office of Juvenile Justice and Delinquency Prevention's National Forum on Youth Violence Prevention, is in use in Alexandria, Louisiana; Alexandria, Virginia; Columbus; and Tacoma.
- The My Brother's Keeper Alliance targeting boys and young men of color for mentoring, support services, and skills is part of the effort in Gary, Indiana; Orlando; and Knoxville.
- Cities United, which targets the highest-risk neighborhoods and engages African-American males in efforts to end violence, was included in descriptions of efforts in Knoxville and Minneapolis, Minnesota.

Throughout this report, mayors and other officials describe the importance of collaboration in combatting youth violence in a variety of ways, but agree on basic concepts. Examples of views expressed include the following (paraphrased):

- Success in reducing juvenile violence requires a collaborative community effort, with all community members—business leaders, media representatives, teachers, parents and grandparents, young people, policymakers, clergy, elected officials, and law enforcement—sharing responsibility for the health and well-being of children.
- Collaboration among public and private agencies, schools, various entities within the community (e.g., faith-based, business, civic), and the public is critical to success. The most critical element is the willingness and ability to communicate frankly about issues and to have the support of leaders such as the mayor, city council, and city manager.
- It is important to maintain an open channel of communication with the community on the difficult issues associated with violence, to engage the community in dialogues on the subject, and to involve community members in responses to violence, such as mentoring and other volunteer programs.
- Keys to success in forming needed partnerships include community planning meetings, engaging partners at the inception of an activity, and providing a transparent plan for achieving goals. An important step is involving the various local law enforcement agencies at the beginning of the process, ensuring that their ideas are taken into consideration.
- Tackling murder reduction and youth violence takes the coordinated effort of government, business leaders, nonprofit organizations, law enforcement at all levels, coaches, teachers, faith leaders, and citizens.

Also expressed in various ways is the importance of taking a holistic view of what is required to reduce juvenile crime and violence in a city. This is reflected in statements such as the following (paraphrased):

- A holistic approach to the problem of youth violence is based on the understanding that improved quality of life, safe neighborhoods, youth activities, and good police-community relationships are all important weapons in the battle to reduce juvenile crime and violence.
- The commission of a crime normally does not occur in a vacuum, and when the endemic problems that contribute to the crime—child abuse, neighborhood gangs, trauma, or mental health problems, for example—are not addressed, an individual is highly likely to repeat the offense and become further entangled in the criminal justice system.
- Early intervention and building relationships are vital to the success of any youth initiative, youth arrests are not the answer to stopping community violence, and the focus of initiatives must be on the underlying issues that could lead youth to a life of crime.
- Decades of research show that youth are less likely to commit crime if they have caring adults who supervise and guide them, interesting things to do outside of school, help with school work, and connections to jobs and postsecondary education.

The descriptions of approaches to youth violence in each of the cities in this report appear largely as written by the city officials submitting them. For this reason, variations in level of detail, style, and tone from city to city are apparent. The descriptions were edited for brevity, clarity, and internal consistency only. The 30 cities included in the report are the following:

1. Alexandria, LA
2. Alexandria, VA
3. Baltimore, MD
4. Cedar Rapids, IA
5. Charleston, SC
6. Columbus, OH
7. Dothan, AL
8. Durham, NC
9. Gardena, CA
10. Gary, IN
11. Gresham, OR
12. Hartford, CT
13. Houston, TX
14. Kansas City, MO
15. Knoxville, TN
16. Los Angeles, CA
17. Louisville, KY
18. Madison, WI
19. Minneapolis, MN
20. New Orleans, LA
21. Orlando, FL
22. Pembroke Pines, FL
23. Revere, MA
24. Roanoke, VA
25. San Francisco, CA
26. Santa Barbara, CA
27. Seattle, WA
28. Tacoma, WA
29. Tallahassee, FL
30. York, PA

City Approaches to Combatting Youth Violence

01 Alexandria, Louisiana—Mayor Jacques Roy

In Alexandria, nonviolent crime—specifically property theft/burglary—had been a growing problem. Violent crime occurred less frequently but affected more lives more intensely. The city had many programs in schools, courts, law enforcement agencies, social services, churches, and nonprofit groups that were designed to serve juvenile offenders, but it had become apparent that these programs were not enough. Mayor Jacques Roy believed that to serve its youngest citizens better, the city had to become more proactive in its approach to reducing youth crime and violence.

During 2010 and 2011, the mayor created and implemented SafeAlex, a neighborhood-up program that has been recognized by the Louisiana Municipal Association as the top community development program in the state. It empowers residents to reduce crime in their neighborhoods by banding together to help protect one another and to protect property, thereby keeping their neighborhoods safer for themselves and their children. The SafeAlex program has several components:

- **Neighborhoods.** Neighborhood watches and safety education are designed to help residents learn how to keep themselves, their families, and their property safer by partnering with law enforcement. The positive behaviors that are learned, SafeAlex officials believe, trickle down to the neighborhood's children as well. One of the key elements of the neighborhood component is confronting code enforcement-type issues, the "broken window"-generated problems that lead to neighborhood depression, distress, deconditioning, and crime, especially among juveniles.
- **Health.** This component offers health tips and information and access to health fairs. It is understood that a healthier neighborhood is a safer and more robust neighborhood and that better health enhances quality of life for all.

- **Youth.** This component offers children access to computers in order to learn basic computer skills. The goal is to ensure that children in homes where technology is not present are not left behind when they attend school. SafeAlex includes activities at community centers; visits to preschools, schools, and churches to talk about bullying, the roles of firefighters and police, and good citizenship; a partnership with the local Drug Abuse Resistance Education (D.A.R.E.) program; movies for youth in the summer; and assistance at the city's summer day camp.
- **Juvenile initiatives.** The police department is taking a more proactive approach to combatting juvenile crime, working to confront negative perceptions and behaviors before they are established. It is understood that developing healthy behaviors and positive relationships with law enforcement early on is a key to reducing youth crime and violence in the future.

Police Chief Loren Lampert recognizes that much of the youth problem in the city stems from a degradation of the family unit and an absence of strong parental models. Police interaction with youth cannot be a substitute for good parenting, he says, but police can attempt to be positive influences through empathetic interaction and by providing positive role models whenever there is an opportunity to do so. The Alexandria Police Department (APD) includes an active juvenile division that works with school officials, participates in school-based activities, attends school sporting events, and helps coach youth sports.

Alexandria's Community Policing officers strive to take a problem-solving approach in most incidents involving youth. In conjunction with the juvenile courts, these officers make informal adjustments when first-time and minor offenders are involved, often drawing on a broad base of FINS (Families In Need of Services) assistance. The officers, on bikes, also try to interact one-on-one with children as they patrol the streets. They serve as a reminder that, not only is there someone watching children and helping to keep them safe, but there is also someone who cares about them and is there to help. Officers may stop to help a child repair a bicycle or to put up a new basketball hoop, for example.

The goal is to help children perceive police as friends rather than as enemies to be avoided.

Through the Cops-n-Kids Program, APD officers maintain a presence in 15 inner-city schools enrolling at-risk youth. Officers eat lunch with these students on a daily basis—a minimum of two schools per day each day of the school year—and use this time to build positive relationships.

Among other APD initiatives, the department has opted to focus on youth during National Night Out events, providing activities and school supplies to children at the Public Safety Complex and drawing more than 500 people to the event last year. Through the Cops at Camp Program, APD officers attend the city-sponsored summer day camp for children and spend their time there building relationships with the campers. Officers frequently volunteer as speakers and readers to youth groups throughout the city.

The mayor has taken a holistic approach to the problem of youth violence based on the understanding that improved quality of life, safe neighborhoods, youth activities, and good police-community relationships are all

important weapons in the battle to reduce juvenile crime and violence. In the last four years, the city has spent millions repairing and enhancing the public parks. Clean, well-lighted parks encourage youth activities and are proven best practices in reducing crime. A new recreational millage tax is also expected to enhance quality of life, as revenues are being used to bolster cultural and arts programming as well as recreational programming, giving young people more to do and even more safe places in the city to go.

SafeAlex is underwritten in a unique way, through grants and the city court's pretrial intervention fees. The offender in the system pays a "community obligation," helping to fix the system. This award-winning program has been largely budget-neutral, although its code enforcement assistance—to which thousands of dollars in avoided costs have been attributed—has become budget-positive.

It is important that programs that respond or react to youth violence be well funded, Alexandria officials say, but it is equally important that proactive programs be enabled to stay the course and given the opportunity to show that their approaches and methods can help keep children from ever becoming juvenile offender statistics.

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02 Alexandria, Virginia—Mayor William Euille

The City of Alexandria's relatively low level of youth violence is attributed to a zero violence tolerance policy on one hand and total support for ameliorating the problems that contribute to school and community violence on the other. It is also attributed to the strength of the city's partnerships designed to mitigate threats of youth violence. Public agencies responsible for law enforcement, education, intervention, and prevention share long-standing relationships and open lines of communication. These relationships are strengthened by the presence of community partners within the civic, faith-based, and business communities and by the involvement of the general public.

The day-to-day response from Alexandria's law enforcement agencies is augmented by multiple collaborative partnerships; these include the Substance Abuse Prevention Coalition of Alexandria, the Alexandria Campaign on Adolescent Pregnancy, the Alexandria Gang Prevention Community Task Force, the Senior Policy Group on Gangs, the School Safety Committee, the Criminal Justice Services Board, and the City and Schools Staff Group. In addition, the mayor chairs the Quality of Life Committee and leads the Mayor's Campaign to End Bullying. In each of these focus areas, experts from schools, police, and other partnering organizations work together to address risk factors and so decrease violence and maladaptive or criminal behavior.

The Alexandria Police Department (APD)'s engagement with youth goes as far back as 1946, when officers used their own funds to purchase 100 acres of property for a youth camp. For the past 70 years, APD officers have managed the camp and each year have sent to it nearly 200 inner-city children nine to 15 years of age. The camp today partners with the Alexandria Police Foundation and the regional YMCA branch to provide a safe and secure setting in which children interact with police officers, away from the inner-city environment. Both citizens' groups and businesses assist APD in identifying children to attend the camp. In some cases, local businesses provide funding needed by children to attend the camp; in other cases, business owners hire the youth for summer jobs.

The APD has assigned five school resource officers (SRO) to four schools. Responsible for supporting the safety and welfare of the more than 6,100 students under their watch, these SROs attend after-school and sporting events and dances, preside over mediations, deal with gang issues, and are active in

antismoking programs, new driver programs, safety meetings, and the mayor's "End Bullying" campaigns, all the while serving as role models for the students. The SROs work closely with school staff to build relationships and understanding and also work as community officers outside of the schools, mentoring youth, engaging with families, and supporting youth development more broadly.

To stay ahead of potential incidents, the school resource sergeant advises patrol sergeants of any issues or threats that could lead to violence between gang members or other students. When the APD receives this type of information, additional patrol resources are deployed, as appropriate, to schools, bus stops, and neighborhoods throughout the city.

Additionally, community oriented police (COPS) officers and patrol officers work closely with the SROs to deter violence and promote healthy communication with youth in the schools and community. Patrol officers may be present during school sports events, for example, and they participate each year in "Read Across America," a national program that engages officers with youth in storytelling. COPS officers, in particular, engage at-risk youth in their communities. They organize community outreach events, such as food and gift giveaways for families in Alexandria's public and assisted housing communities during the holiday season, and coach a baseball team made up of at-risk youth. The APD often hosts Boy Scout and Girl Scout troops, and Police Chief Earl Cook conducted a "Chat with the Chief" session at a large Alexandria high school, which involved a candid conversation about the role of police in the city.

Alexandria's Juvenile and Domestic Relations Court Service Unit is focused on preparing court-involved youth to be successful citizens and diverting them from formal court involvement. In juvenile delinquent and nondelinquent cases, an intake officer will receive the complaint, meet with the youth and family, and make a determination on how to proceed with the case. A juvenile case may be handled either formally or informally depending on the type of complaint and the youth's history of delinquency. When a case is handled formally, it is petitioned to court. In order for the case to be diverted, or handled informally, the juvenile and the family must be willing to abide by the conditions set by the intake officer, who may monitor the youth for 90 days and require participation in any or all of a number of programs, based on need: mental health or medical assessment, counseling, substance abuse services, intensive case management, Shoplifter's Alternative, community service, life skills classes, mentoring, productive recreational activities, tutoring, employment or restitution. Failure to complete any aspect of the diversion contract typically results in a petition to the court.

The APD is a member of the Northern Virginia Gang Task Force (NVGTF), which was designed to identify, investigate, and prosecute those engaging in criminal gang activities. Funded by federal, state, and other participating agencies, the task force operates under the authority of the Virginia State Police. The DOJ reimburses funds expended by the localities that are designated to receive funding. The participating agencies agree, through a Memorandum of Understanding, to participate in the Northern Virginia Law Enforcement Gang Suppression and Intervention Program. The APD partners with the Alexandria City Public Schools; 18th District Juvenile and Domestic Relations Court Service Unit; Gang Prevention Coordinator; Recreation, Parks, and Cultural Activities Department; Alexandria Sheriff's Office; Probation and Parole Office; and other city agencies to communicate issues related to youth gangs.

Through this effort, services offered to at-risk youth have included mentorship programs, tattoo removal grants, sports activities, summer jobs funding, and intervention prevention education.

These cooperative efforts, officials report, have resulted in a reduction of violent crimes being perpetrated by juvenile gang members. Crime is currently at a 40-year low in the City of Alexandria, with gang crime dropping from 20 major incidents in 2007 to five gang-related incidents as of August 31, 2015. Integral to Alexandria's success in combatting juvenile gang crime, they say, is the Office of Juvenile Justice and Delinquency Prevention's gang prevention model, which the City has followed.

Alexandria stresses the importance of its efforts to maintain an open channel of communication with the community on the difficult issues associated with violence, to engage the community in dialogues on the subject, and to involve community members in responses to violence such as mentoring and other volunteer programs. Ultimately, officials say, the elements most critical to success are willingness to communicate frankly about the issues and the support of the City's leadership: the mayor, city council, and city manager.

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03 Baltimore, Maryland—Mayor Stephanie Rawlings-Blake

Federal Bureau of Investigation (FBI) Uniform Crime Report data indicate that Baltimore City's homicide rate is in the top three among cities with populations greater than 500,000. Between 2010 and 2014, Baltimore City averaged 216 homicides (mostly involving handguns) and 388 nonfatal shootings per year. In 2014, there were 211 homicides, which translates into a crude homicide rate of approximately 33.9 per 100,000 people. Until 2015, the overall murder rate has steadily declined since its peak in the 1990s. Homicide, however, continues to be the leading cause of death among city residents in the 15–24 and 25–34 age groups. Youth 10–24 years of age represented approximately 22 percent of Baltimore City's population in 2014 but were 34 percent of homicide victims, 51 percent of arrests for violent crime, and 48 percent of weapons-related arrests.

Baltimore City neighborhoods with disproportionate rates of violence have more female-headed households, have higher unemployment, have more families living below the federal poverty line, and have more students who are chronically absent and have higher rates of suspension and expulsion.

Baltimore City is dedicated to increasing and expediting action to immediately reduce violent crime while concurrently developing a multiyear violent crime reduction and public safety enhancement plan. Such plans are formulated and implemented through cross-agency and community collaboration and integrate evidence-based interventions to address key risk factors of violent crime perpetration and victimization. Baltimore City stakeholders are provided multiple opportunities to develop strategic plans with expert assistance, which has included the Prevention Institute's Urban Networks to Increase Thriving Youth (UNITY); the DOJ's Forum City initiative; the Violent Crime Reduction Enhancement Initiative, led by the mayor; and a DOJ-funded homicide unit review. Baltimore's recognition as a Forum City by the DOJ resulted in the drafting of a blueprint for youth violence prevention that was presented to the Forum City national conference in Washington, D.C., in May 2015.

Youth violence prevention programming in Baltimore City is implemented by the Mayor's Office on Criminal Justice, the Baltimore City Health Department's Office of Youth Violence Prevention, the Department of Juvenile Services, Baltimore City Police, and Baltimore City Public Schools. The Mayor's Office on Criminal Justice and Baltimore City Police jointly manage $20 million in local, state, and federal grants. Following are examples of activities of the offices and agencies that contribute to the City's overall violence prevention efforts.

Mayor's Office on Criminal Justice (MOCJ)

- The High-Risk Youth Prevention and Enforcement (HYPE) Coalition monitors new contacts with the criminal justice system, school attendance and success, employment, and other factors for juveniles identified as posing high risk for their own safety and development and for public safety as a whole. As a result, there have been citywide reductions of 9 percent in burglaries and 17 percent in robberies.
- The diversion program works with youth 7–17 years of age who are arrested in Baltimore City for nonviolent, misdemeanor offenses. Youth may be referred to a community mediation or restorative justice program, a community service or educational program, and mental health or substance abuse treatment. Each year, 75 percent of youth successfully complete their diversion program. Of this group, only 6 percent are rearrested within three months following completion.
- A Byrne Criminal Justice Innovation Grant supports the McElderry Park Revitalization Coalition's efforts to organize and mobilize the community, identify factors motivating crime in the neighborhood, and implement evidence-based programs to address and prevent crime. All Byrne initiative programs are monitored and evaluated by a research team at the Baltimore Neighborhood Indicators Alliance–Jacob France Institute at the University of Baltimore.
- The Maryland National Guard works with MOCJ to implement community coalition-building programs in several neighborhoods through association recruitment, needs assessments, strategic planning, event support, and crime and drug prevention training and activities.
- Public safety initiatives target neighborhoods with two weeks of intensive city services, human services outreach, focused police enforcement, and a community resource fair. Initial evaluations indicate a 38–40 percent drop in homicides and a 15–70 percent drop in shootings when comparing the eight months prior to the initiative to the eight months following the initiative.
- Operation Crime Watch engages more than 15,000 citizens in law enforcement and community crime prevention activities by providing them with a confidential way to report criminal activity.
- Citi Watch Crime Cameras, funded by U.S. Department of Homeland Security and Housing Authority grants, help prevent and solve crimes and help keep crime rates down in certain communities.
- Operation Ceasefire aims to reduce homicides and shootings in Baltimore City's Eastern and Western police districts by utilizing data and intelligence to identify high-risk individuals who are then given two options: take advantage of social services or face law enforcement measures.

Baltimore City Health Department

- Operation Safe Kids, working with the Department of Juvenile Services, provides intensive community-based case management and monitoring to approximately

350 high-risk youth with the goal of preventing them from becoming either victims or perpetrators of violent crime.

- Dating Matters, a school-based Centers for Disease Control and Prevention curriculum, promotes healthy relationships to mitigate dating violence among youth 11–14 years of age in high-risk urban communities.
- Safe Streets trains outreach staff to detect and interrupt potentially violent conflicts, identify and address the highest risks, and mobilize the community to change norms in four target communities. Safe Streets has reduced homicides by 34–56 percent and nonfatal shootings by more than 34 percent.

Department of Juvenile Services

- The Violence Prevention Initiative provides increased supervision and services during nontraditional hours to youth identified as most at risk of becoming victims or perpetrators of violent crime.
- The Juvenile Detention Alternatives Initiative is a best-practice model that seeks to eliminate the inappropriate and unnecessary use of detention and reduce the failures of juveniles to appear in court.
- The Under-13 Initiative is a school-based intervention that provides services and support for youth 12 years of age and younger who are in danger of going deeper into the juvenile justice system and their families.
- Community-Based Treatment Programs allow youth to continue living at home in their community while they receive evidence-based behavior-change treatment.
- Out-of-Home Treatment Programs provide youth with specific types of treatment in a range of settings, from least restrictive to more restrictive, based on an individualized, comprehensive review of needs.

Baltimore City Police Department

- The Crime Stat crime mapping software program focuses on the location of incidents and responses in order to identify patterns and networks.
- Baltimore Exile, a joint local, state and federal effort to combat gun crime, focuses on the most serious offenders in an effort to dismantle gangs and street "crews" that trade in guns, drugs, and violence. In 2010, Baltimore Exile was responsible for federal indictments of 220 individuals for violent crimes.
- The Gun Trace Task Force is responsible for targeting problem gun dealers, tracing guns used in violent crime back to their source, and stemming the flow of illegally trafficked guns. The task force has seized 1,212 guns, executed 340 search warrants, and made 201 arrests.
- A variety of school and community programs enable members of the police department to develop positive relationships with potentially at-risk youth. For example, in the Reading Partners program in nine elementary schools, members of the department tutor students in reading. Sixty-nine members are registered with the program and an additional 43 recruits are actively participating. Academy recruits are also volunteering as lacrosse coaches at various schools through the Parks and People Middle School Lacrosse

Program. There is also an overnight camping program and a program to identify youth who may be interested in a law enforcement career.

Baltimore City Public Schools has undergone an aggressive reform effort including a Positive Behavioral Intervention and Supports initiative designed to address school suspensions and create safer, more effective schools. School test scores, school enrollment, suspension rates, and dropout rates have improved steadily over the past seven years. The school system is also working to increase trauma-informed programs, recognizing that victims of violence are at increased risk for becoming perpetrators of violence. Baltimore has a dedicated law enforcement unit for schools to ensure that students and staff have a safe, secure environment in which to learn and teach.

Across all inter- and intra-agency initiatives, Baltimore City is dedicated to being data-driven and evidence-based. In 2001, the City introduced a data-driven management and accountability system, CitiStat, which today is used to monitor gun sales and use, domestic violence, police operations, and health (violence prevention).

Sustainable funding is frequently a concern at the program level, because most initiatives are grant funded and serving some of the most resource-poor neighborhoods. Officials include problems of long-term funding among those that complicate their youth violence prevention efforts.

Baltimore saw a reduction in youth violence in 2014 compared to 2013, although there was an increase in juvenile homicides. Youth violence declined in 2014 by 3 percent and property crime declined by 17 percent. Overall juvenile arrests were down, and there was also a decrease in discretionary arrests, that is, arrests for minor offences where officers exercise their discretion on whether to arrest the juvenile for the offense committed.

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04 Cedar Rapids—Mayor Ron Corbett

Cedar Rapids officials believe that success in reducing juvenile violence requires a collaborative community effort, with all community members—business leaders, media representatives, teachers, parents and grandparents, young people, policymakers, clergy, elected officials, and law enforcement—sharing responsibility for the health and well-being of children.

In 2014, juvenile arrests accounted for 13.5 percent of total arrests in Cedar Rapids. Between 2013 and 2014, the programs targeting youth in the city reduced the number of complaints to the Juvenile Court Services by 10 percent (from 962 to 870).

There are currently five school resource officers (SROs) in the public high schools and two Police Athletics/Activities League (PAL) officers in the elementary schools. The SROs work with the schools on criminal activity—not disciplinary issues, which are in the realm of school policy. They also are responsible for education and for formal presentations on the topics of government and policing, bullying, school safety and active shooter protocol, and underage smoking and alcohol abuse. Due to the success of the SRO program in the high schools, approval has been obtained to hire an additional two officers for public middle schools. SRO salaries are reimbursed by the community school district.

Police officers serving as PAL officers in the schools are primarily responsible for education concerning health, legal, and safety issues but deal with criminal activity as well. All of the officers are active in school activities, attending school sporting events, concerts, and carnivals and engaging families whenever possible. They are responsible for formal presentations on stranger danger (kindergarten), respect for authority and others' property (grade 1), gun safety (grade 2), bicycle safety (grade 3), shoplifting (grade 4), and Internet safety (grade 5). The police department also hosts a two-day youth academy each year for students entering the schools, kindergarten through grade 8. A $25 fee offsets costs.

Both SROs and PAL officers attend monthly meetings with juvenile court officers, juvenile probation officers, and middle and high school administrators. The meetings include sharing of information on students of concern and issues that have arisen.

Cedar Rapids has also implemented alternatives to traditional handling of juvenile offenders. In the schools, a precharge diversion program is available for students whose first-time offenses involve disorderly conduct. Offenders must complete a community service event, submit a "stop and think" sheet that helps them think through an event, and submit a one-page impact letter about their behavior. A "Hands Off" program is used for first-time juvenile offenses involving certain theft charges. This is a variation of a boot camp that serves as an alternative to formal probation for juveniles under the age of 16.

The grant-funded Cedar Rapids African American Family and Police Advocate project is intended to support positive intervention with African-American youth or their parents in cases in which police officers observe possible safety concerns involving children that do not rise to a level mandating the filing of a report or an arrest. An advocate has been hired as part of this program.

In the schools, 48 percent of criminal charges involve children of color. School personnel working with youth at risk of entering the juvenile justice system are participating in the Reducing Racial and Ethnic Disparities in Juvenile Justice Certificate Program offered by Georgetown University's Center for Juvenile Justice Reform. The reform agenda implemented through this program states that "through collaboration and change in policy and practice, youth of color will have access to equal educational opportunities." If they are successful with this program, officials say, it can be expanded to the community, as illegal activity often flows between the schools and the community.

Recently, Cedar Rapids has experienced an increase in shots fired, with some of the shooters being juveniles. With the goal of reducing shots-fired calls, the city is working with its schools and community partners to encourage juveniles to be involved in the mentoring program. The mentors' role includes holding juveniles responsible for their actions and encouraging them to avoid criminal activity.

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05 Charleston, South Carolina—Mayor Joseph P. Riley, Jr.

In 2009, the combination of increased youth gang activity and the decreasing age of suspects and victims involved in violent crime was a growing concern to the mayor, city council members, the police department, and the community. In response, the City of Charleston took several approaches to combatting the problems underlying these challenging trends.

Partnering with the recreation department, the Charleston County School District, and other volunteer organizations, the police department developed an integrated system of programs to provide youth and young adults a positive alternative to criminal activity. In addition to national programs such as teen community emergency response team (TeenCERT) and Police Explorer Post, the department introduced community action teams (CAT) in targeted areas to identify and address community issues. These teams are assigned to small geographic areas that have been identified through crime analysis as proven risk neighborhoods with significant youth presence. The teams interact daily to build relationships, earn trust, and solve problems. The officers also participate in school-based programs such as Project Shine, a weekly mentoring initiative for at-risk students. CATs and the city recreation department also conduct "Friday Night Lights" programs during the summer at different parks to provide a positive and family-friendly environment for youth. Officers interact with children in activities ranging from basketball and jump castles to arts and crafts. Each Friday night event includes a brief lesson on leadership or personal growth and concludes with a movie.

School resource officers (SRO) also play a critical role in combatting youth violence in Charleston. Beyond their traditional duties, many of the SROs serve as coaches at their schools, and the interactions these SROs have with student athletes allow the officers to provide positive role models that do not otherwise exist in the lives of many of the students. The students involved are also afforded a different perspective on police officers—no longer the uniformed officers that they see on television or in movies but real people who care about them and their future. SROs also conduct mentoring groups in which they discuss pertinent law enforcement topics and issues with youth. At the high school level, SROs have created a group of students that meets one or two times a week, typically during lunch, to talk about law enforcement trends, develop anti-bullying campaigns, and discuss issues specific to their schools. The program at one high school has won several statewide awards for efforts in combatting bullying.

One of the more surprising positive impacts on youth in the city has resulted from the creation of the School Security Response Team (SSRT), 18 officers whose primary mission is prevention, mitigation, and response in countering threats to children in schools. Assigned to the more than 40 public and private elementary schools in Charleston, the officers interact regularly with children as they walk the hallways to ensure the safety of the schools. In this role, officers demonstrate to the children that police are guardians and that their feelings toward police need not always be negative.

Several of the SSRT officers also participate in Reading Partners, a program facilitated through the mayor's office in which volunteers contribute one hour a week to helping a child improve reading skills. The response from children with uniformed officers as their partners has been very positive, with many bragging to other students about their police partner.

Over the summer break from school, SSRT officers and SROs come together to conduct Camp Hope for approximately 120 students. The camp, originally three hours per night over six weeks in Charleston's East Side community, has continued to grow since its inception. The original concept was to provide a no-cost program for youth after the normal summer camps ended in the afternoon. With the support of the police department and volunteers, Camp Hope provides dinner and activities until 9:00 p.m., Monday through Friday. The camp expanded to two additional locations in 2010; these are managed by the department's SROs as a way to stay connected with youth during the summer break. A curriculum covering areas of personal and social responsibility was developed by the officers. Last year, the need for this service in outlying areas of the peninsula prompted the expansion of Camp Hope to two very challenged neighborhoods. Because convenient recreation space in these neighborhoods was not readily available, Camp Hope provided morning and afternoon transportation each day for all children being served in the new location. With four camps running, police officers are interacting with nearly 150 youth.

Project RISEE (Responsible Inspiring Students Embracing Excellence) is a developmental program to challenge mindsets, change behavior, and create lasting relationships through education and service learning. Developed and implemented by the police department and community partners, the program brought together 30 high school freshmen in January 2015 to learn about concepts such as relational thinking, cognitive behavior theory, conflict resolution, personal and social responsibility, and community oriented policing. After completion of nearly 60 hours of instruction over four months, the youth will complete more than 200 hours of community service as mentors and counselors in the city's youth programs and then as junior camp counselors for Camp Hope.

The result of Charleston's partnerships among police, city departments, schools, and volunteer organizations, officials say, has been significant crime reduction in the participating neighborhoods. As a group, they say, the component parts of the city's approach have leveraged resources, lowered incarceration rates, reduced risk factors affecting youth, and impacted family units as a whole.

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06 Columbus, Ohio—Mayor Michael Coleman

The Applications for Purpose, Pride, and Success (APPS) program mission is to enrich the lives of Columbus youth and young adults 14 to 21 years of age by connecting them and their families to services and programs focused on life skills, character development, employment, postsecondary education, and other components that foster success in life. This is a violence prevention and intervention program aimed at reducing the incidence of gang-involved shootings and youth homicides in four Columbus neighborhoods—Beatty, Linden, Glenwood, and Barack—in which many shootings and homicides have occurred over the years. These neighborhoods were chosen for their strategic geographic location and documented propensity for violence.

The charge given to the APPS Office by Mayor Michael Coleman was to create a comprehensive violence intervention strategy inspired by and based on the Office of Juvenile Justice and Delinquency Prevention Comprehensive Gang Model, which incorporates a multidisciplinary response to gangs on multiple levels—prevention, intervention, and suppression—and which has been shown to produce a reduction in serious gang-related crimes in gang-affected communities. The model offers a flexible framework that communities can use to plan a comprehensive approach to gang crime reduction. This goal can be achieved by developing partnerships, expanding and leveraging resources, and creating programs that reflect best practices in promoting education and reducing crime and violence among youth.

Using street-level violence interruption and conflict mediation by trained violence intervention workers, along with neighborhood-based services, the APPS Neighborhood Violence Intervention (NVI) program focuses on building relationships with high-risk youth or known violent offenders in order to guide them away from violence and toward positive alternatives and to restore a sense of safety and improve the future outlook for the focus communities. Through pooled intelligence with law enforcement and community partners, the APPS NVI team identifies the most at-risk youth in the most violent neighborhood gangs. NVI mentoring efforts can then focus on the young people widely recognized to be responsible for driving the violence within the APPS-designated neighborhoods.

The NVI teams have been instrumental in assisting law enforcement in curbing the youth-involved violence at community events such as Red, White and Boom; the Ohio State Fair; the Juneteenth Festival; ComFest; and the Latina and Asian Festivals. Team members report that their presence at these events has helped to reduce the number of disturbances and fights involving youth.

Overall goals of the APPS NVI effort are to reduce youth-involved violence, address the root causes that lead youth to join or associate with gangs, reduce gang involvement by youth at the highest level of risk, improve relationships between community and law enforcement, respond to youth-involved (gang) incidents to decrease potential retaliation, promote positive youth development, and focus efforts in communities with the most need.

Goals of the NVI Crisis Response Team are to provide victim assistance after incidents of violence or suppression activities that potentially involve youth as perpetrators or victims, enhance communication between the community and law enforcement, reduce retaliation, provide rumor control and manage neighborhood gossip, and affirm law enforcement relationships.

In 2014, prevention and community outreach initiatives included extending APPS Recreation Center hours (to 7:00–11:30 p.m., Thursday–Saturday); this resulted in 20,560 late-night visits by young people and 14,889 youth participants in APPS-sponsored events and programs. A series of Cap City Night Festivals, offering dancing, music, games, food, movies, and other attractions in target neighborhoods, recorded 5,011 visits by young people. These events were funded primarily by the Buckeye Community Health Plan and Metro PCS Communications.

Of the 376 youth enrolled in NVI case management in 2014, 224 were referred to community resources, 121 were enrolled in educational or vocational programs, 45 decreased their number of unexcused absences, 214 were employed, and 175 decreased gang involvement.

As a result of community intervention and mediation efforts, 460 youth were engaged with an intervention worker (not enrolled in case management), 12 peace agreements were facilitated between gangs, 86 potentially violent incidents were defused, 84 interventions took place after gang-related incidents, and 96 youth not enrolled in case management were referred to community resources.

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07 Dothan, Alabama—Mayor Mike Schmitz

Twenty years ago, violence in Dothan's schools had grown into a serious problem for this mid-size Alabama city with an average of 83 fights and 38 assaults occurring during the school year. In 1996, the mayor, police chief, school superintendent, and juvenile judge drafted a policy and procedure to combat the school violence. The "no-fight" policy they established assigned two school resource officers (SRO) to the city's two high schools and authorized them to arrest any student who fought or committed an assault. The student would be taken from the school and placed in the juvenile detention center until parents could be contacted.

In 1999, a COPS Office grant enabled the city to place a supervisor and six additional SROs in the school system. When the three-year grant that paid for these officers came to an end, the mayor and city commissioners continued the funding for the SRO program. By the school year running from August 2013 to May 2014, the number of fights in schools had come down to a three-year average of 32 per year and assaults had been reduced to a three-year average of 12 per year.

The Dothan Police Department has assigned five officers to work as juvenile investigators, responsible for investigation of all crimes committed by juveniles and crimes having juveniles as victims. These investigators aggressively work cases in which crimes have occurred as well as cases in which violence is a threat but may yet be prevented. The investigators and SROs work closely with the school system on truancy issues; they focus on parents and their responsibility to ensure that their children attend school.

During the summer months the police department's Community Service Division also operates a community outreach program, a Junior Police Academy that is designed to engage youth 12 to 15 years of age in real-world scenarios and instruction on the different roles a police officer takes in the community. Funded by the mayor and commissioners, this intensive one-week training program helps build positive relationships between police officers and youth and helps young people who may be considering a career in law enforcement to make better choices about their career interests.

Dothan, Alabama—Mayor Mike Schmitz

Currently under development by the police department and faith-based leaders is a program that will place young men who are at the greatest risk of violence or incarceration in a mentoring program. Because so many of the young men in the target group have little experience and no trusted family or friends equipped to help them, the role of the community members who serve as mentors will be to help the young men find the resources needed to prepare for a successful life.

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08 Durham, North Carolina—Mayor Bill Bell

North Carolina is one of only two states that continue to prosecute all 16- and 17-year-olds charged with criminal offenses in the adult criminal justice system, producing criminal records that can have severe consequences—especially for youth of color—and a serious financial impact on the individuals involved, their families, and their communities.

In the summer of 2013, local court and law enforcement officials in Durham met to discuss the problem of the city's young teenagers receiving their first criminal charges for nonviolent offenses. Approximately 500 16- and 17-year-olds were being criminally charged each year for involvement in incidents such as shoplifting, simple affray (fighting), and possession of alcohol or marijuana. The officials recognized that criminal charges such as these could irreparably damage these kids' future hopes for employment, financial aid, military service, housing, or higher education.

Their response to the problem was the Durham County Misdemeanor Diversion Program (MDP). Created with the mayor's support and Chief District Court Judge Marcia Morey's leadership, the new diversion program introduced a change in how 16- and 17-year-old first-time, nonviolent offenders committing misdemeanors are processed, with an incident report program replacing formal court processing.

MDP is operated by the Durham County Criminal Justice Resource Center (CJRC) in partnership with the courts (chief district court judge, district attorney's office, and public defender's office), law enforcement (police and sheriff's departments), county and city leaders, Durham Public Schools and Durham Board of Education, mental health and substance abuse providers, and a wide range of Durham community partners. Eight community programs have offered assistance and services free of charge to all youth and their families enrolled in MDP: PROUD (Personal Responsibility to Overcome with Understanding and Determination), Teen Court, Elna D. Spaulding Crisis Resolution Center, Durham TRY (Together for Resilient Youth), Carolina Outreach, Making a Change/CJRC, The Volunteer Center of Durham, and Leadership Skills Group/BECOMING (Building Every Chance of Making It Now and Grown Up).

All youth enrolled in MDP complete one MDP court session and a minimum of 10 hours of a diversion program. Court sessions include a mock trial so young people and their families can see what might transpire in an adult court setting, as well as an educational component focusing on the collateral consequences of an adult arrest or criminal conviction. A service program is chosen based on the incident referral reason and needs expressed at intake. Any additional needs are noted at intake or, at times, during diversion program classes, and referrals are made at youth and family request and agreement. For the 94 youth who have been enrolled in MDP since April 2014, an additional 157 referrals have been made for

wraparound services including mental health, substance abuse evaluations, tutoring, employment services, mentoring, and extracurricular activities.

A young person in MDP has 90 days to complete the program requirements of the court session and service program. The longer-term wraparound services, however, can continue for as long as needed or recommended. Numerous young people return to volunteer for MDP, to help with the role play in court, and to talk to the youth currently in the program.

A North Carolina Governor's Crime Commission grant provides 75 percent of the funding for MDP; Durham County's 25 percent match funds a full-time coordinator who is housed at the CJRC and who works closely with all MDP partners, including law enforcement agencies and schools.

Of the 94 young people referred to MDP, there have been 75 successful completions, and 18 are currently enrolled in service programs and on track for successful completion. Only one did not successfully complete the program because of new allegations. Durham officials attribute the success of MDP to the support of key stakeholders within the city and county government, law enforcement, public schools, and community. Officials are pleased that other districts in the state are working to replicate the Durham model, and they are assisting in these efforts on behalf of all North Carolina children.

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09 Gardena, California—Mayor Paul Tanaka

In the past few years, California has undergone a transformation in its criminal justice policy because of recent legislative reforms that have shifted burdens to county jails and probation systems, closed juvenile and delinquency courts, and reclassified many felonies as misdemeanors. As a result, the focus on the youth population has shifted, and all 17 juvenile courts are closed as a result of budgetary restraints and restructuring. Officials in Gardena say that while such changes may not yet have had a significant impact, they will substantially affect the lives of those who reside in California in the future.

The Gardena Juvenile Justice and Intervention Program (GJJIP) was created to identify and improve areas of a youth's life that may be contributing to delinquent behavior. Operating in partnership with local university social workers, mental health professionals, Gardena police juvenile detectives, the Los Angeles County Probation Department, and community organizations, GJJIP is designed to reduce the number of youth who will enter into and stay involved in the criminal justice system. Through a myriad of direct action services, the program seeks to address the targeted youths' needs through accountability and positive guidance.

Gardena's program is based on research showing that evidence-based practice intervention methods for juvenile offenders can significantly reduce recidivism rates and that these methods have a definite monetary value—according to one report, between $4.2 million and $7.2 million in lifetime costs to the state for youth who are considered "high-risk" (that is, six or more police contacts).[1] The same study asserts that, if these juveniles can be prevented from becoming career criminals, savings to society "may be enormous."

Gardena officials understand that the commission of a crime normally does not occur in a vacuum, and when the endemic problems that contribute to the crime (e.g., child abuse, neighborhood gangs, trauma, or mental health problems) are not addressed, an individual is highly likely to repeat the offense and become further entangled in the criminal justice system. By determining classified risk factors that will likely lead to long-term criminal involvement early, officials say, the GJJIP can appropriately intervene and divert a young person onto a more successful path, giving that person the opportunity to go forward into a healthy and productive life.

1. Mark A. Cohen and Alex R. Piquero, "New Evidence on the Monetary Value of Saving a High Risk Youth," *Journal of Quantitative Criminology* 25, no. 1 (2009): 25-49.

When working with youth, officials explain, one of the challenges is to ensure their full cooperation with the program. Through the partnership of the Gardena Police Department and the Los Angeles County Probation Department, young people are helped to understand that they can prevent a citation from going on their juvenile record. This is an essential tool in ensuring cooperation and is helpful to the social workers in the partnership.

Social workers essentially serve as informal probation officers, holding youth accountable for their actions by utilizing punitive approaches and also conducting complete comprehensive assessments to determine the level of risk each juvenile poses within their community. Once a juvenile has been completely assessed, the caseworkers can connect them to the services they need, including substance abuse, mental health, and family counseling services. Going beyond a strict punitive approach, this creative direction allows for a participant to be considered not just another citation number, but an individual who is struggling against many negative external environmental factors.

The GJJIP functions through six main components: case management service plans, restorative justice sanctions, life skills workshops, community referrals, writing workshops, and mentorship. When cited, juveniles go through a vetting process in which juvenile detectives determine whether they would be suitable participants for the program. Those selected are diverted into the GJJIP. Noncited youth can be referred directly to the program by community members, educators, police officers, or relatives.

Under the supervision of a licensed clinical social worker in the GJJIP, social workers serve as mentors and develop service plans tailored to the individual youth's needs. Through these service plans, juveniles are held accountable for their actions via minor sanctions and proactive life skills workshops. In addition, they are assigned to restorative justice sessions to help them better understand the impact of their actions on their community and victims. If a cited youth completes the program successfully, no charges will be filed on their citation or arrest, and a juvenile criminal record will be avoided.

The GJJIP is funded through a combination of general funds, grants, and community initiatives. In the first months of operation, more than 75 participants were referred to or diverted into the program.

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10 Gary, Indiana—Mayor Karen Freeman-Wilson

Gary's comprehensive strategy to reduce violent crime, "Gary for Life," was announced by Mayor Karen Freeman-Wilson in August 2013. The four pillars of the strategy—enforcement, prevention, intervention, and rehabilitation—provide a comprehensive approach aimed at reducing crime and providing job opportunities for youth and young adults. The crime reduction strategy includes forming partnerships between various state, local and federal law enforcement agencies and the community. The Gary Police Department and its partners then identify offenders and offer them an opportunity to end a life of violence. At face-to-face meetings or "call-ins," the joint law enforcement and community message to the offenders is that violence is wrong and must stop; that the community cares about them and wants them to be safe and out of jail; that help in the form of social services will be made available to help them turn their lives around should they choose to accept it; and that future violence will be met with swift and sure consequences, because the city will focus its law enforcement attention on them and on their gang, group or clique and prosecute them for their crimes to the full extent of the law.

As part of its comprehensive approach, Gary has also accepted the President's My Brother's Keeper challenge, which is a call to action for cities to build and execute robust plans to ensure that all young people can achieve their full potential. The city has instituted a My Brother's Keeper task force, which has developed a framework that will support boys and young men of color living in Gary and which has adopted the Dr. Bernard C. Watson Academy For Boys, the only all-boys' school in the city.

The Gary Police Department, the Gary Community School Corporation, and a variety of community partners are addressing violence among youth within the school. The police department partners with the mayor's office to host several community engagement activities around schools. Examples include 5x5x5, a neighborhood cleanup initiative that engages community leaders, city staff, and other volunteers, and a playground and court refreshing program, a partnership with the Urban League of Northwest Indiana to revitalize area playgrounds and basketball courts with the goal of providing youth a clean and safe environment for play. Gary for Life also partners with the Gary Literacy Coalition to provide mentoring geared toward improving the reading scores of the students of the academy. Pending an evaluation, the Gary Police Department and school administrators will look at ways to implement this strategy across the city.

Gary recognizes that reducing truancy is critical to reducing youth violence. Project Rebuild, created by the mayor and Judge Deidre Monroe in 2013, is a collaborative effort of the city, the city court, the community schools, and the police department to address the growing problem of truancy among the city's students. Project Rebuild is a 90-day program focusing on truancy and on strengthening parent-child relations. It is designed to educate and to stress the accountability of parents to ensure that their children attend school. The target population is youth in grades 6 to 9. Parents are offered an opportunity to participate in Project Rebuild, and those who accept are required to attend parenting classes. Parents and students are encouraged to take classes together to strengthen their relationships. Students are required to attend school, complete homework assignments, and present a weekly status report on their attendance to the court.

Officials in Gary believe that enhancing parent involvement in both the academic and social aspects of their children's school experience improves family cohesion and communication and that providing parents with prevention programs, especially those that start early, can produce substantial, long-term reduction of violent behavior.

While the Gary for Life crime reduction strategy is new and its success in meeting objectives has not yet been documented, officials believe the strategy has the potential to reduce crime by at least 30 percent in its first year. In assessing the Project Rebuild strategy, they want to make sure that there is consistency in tracking students involved in both the public school and charter school systems.

At this point, officials report, evidence of the success of the implementation of Gary for Life is seen in the community's excitement about its programs: Many residents who ordinarily would not consider serving as volunteers have signed up to serve as mentors. The 5x5x5 blight elimination project has been well received in the community, and more businesses are signing up to provide resources as well as volunteers to ensure the success of the cleanup projects. Staff members are working to engage the residents of the 5x5x5 target areas and to encourage their sense of ownership of their neighborhoods. It is understood that a program such as this one cannot be successful without community support, and staff members are focused on providing opportunities for community engagement.

Gary officials say keys to success in forming needed partnerships include community planning meetings, engaging partners at the inception of an activity, and providing a transparent plan for achieving goals. In Gary, an important key was involving the various local law enforcement agencies at the beginning of the process, ensuring that their ideas were taken into consideration, as when the Gary Police Department, the Lake County Sheriff's Office, and the Lake County Prosecutor's Office recently collaborated and committed resources to open a homicide task force office that assists in solving both active and cold case homicides.

Officials in Gary recognize that positive relationships with peers, teachers, and families can promote a youth's sense of well-being and help prevent school violence. In 2014, the mayor and Police Chief Larry McKinley partnered with Gary Community School Superintendent Cheryl Pruitt and school board members to stress the

importance of teachers building healthy relationships, recognizing nonviolent attitudes and behaviors, and contributing to a broader positive school climate, outcomes that lower the risk of school violence. Educators are being exposed to effective ways to manage classrooms, resolve conflicts nonviolently, promote positive relationships between students with diverse backgrounds, and create positive student-teacher relationships so that students feel comfortable talking with teachers about violence-related issues. It is understood that it is important to listen to what young people have to say about what might assist in reducing crime in their community.

One of the most difficult problems encountered in implementing and maintaining violence reduction initiatives is the ability to maintain a steady stream of funding for them, officials report. Gary is a small community, and the competition for grant funds is so great that agencies find themselves competing with one another for the same funds. A goal is to engage the business community, to help them understand that investment in prevention programs can only enhance their profitability. Because Gary's budget cannot support the Gary for Life strategy that has been implemented, Mayor Freeman-Wilson has created a not-for-profit organization that develops proposals for submission to foundations and other potential funding sources.

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11 Gresham, Oregon—Mayor Shane Bemis

In the summer of 1989, gang activity arrived in downtown Gresham, primarily in the form of Blood- and Crip-related incidents. In 1990, a group of 30 students called Posse 91 shocked the community with a series of burglaries, vandalisms, and brutal beatings. Gang-related crime has ebbed and flowed since that first activity 25 years ago, but a rapid increase in gang violence over the past few years has demanded a new approach. In 2013, for example, Gresham experienced seven homicides, six of which had a connection to gangs. For context, the city had averaged less than three homicides per year over the previous 25 years. One of 2013's gang-related homicides involved two teenage boys who shot and killed one man and wounded another following a confrontation in a park. Because of the young age of the boys, the senseless nature of the crime, and the location of the shooting in a part of town not previously known for gang violence, this crime became a tipping point for residents and city leaders.

Essentially no gang prevention services were offered in Gresham at the time. The city, under the mayor's leadership, responded to the rise in violence: It hired a gang prevention policy advisor in early 2014, then convened a group of stakeholders for Gresham's first gang prevention and enforcement summit. The summit provided a road map for addressing gang activity, from prevention through suppression, with the help of community partnerships. With support from the COPS Office, Oregon Youth Development Council, Multnomah County District Attorney's Office, local schools, and several nonprofit agencies, Gresham launched a youth gang alternatives program (YGAP) that provides a variety of activities and services designed to meet the needs of Gresham's at-risk youth:

- Two roving School Resources Officers (SRO) who focus on truancy and youth gang issues for all local schools, with funding from the COPS Office.
- Two street-level gang outreach workers who engage gang-impacted youth, directing them to appropriate resources and activities.
- The InFocus program, which assists out-of-school and unemployed gang-impacted youth with general education development (GED) preparation, résumé workshops, and job placement.
- The Gang-Involved Youth Fund, which helps gang-involved youth overcome barriers to education, employment, or prosocial engagement. The fund can, for example, provide supplies for a youth who is returning to school or preparing for a job interview.

- The student mindfulness training program, which is designed to help teenagers cope with stress and avoid violence through yoga, meditation, and breathing exercises.
- The Friday night basketball program, which provides a safe place for at-risk teenagers to play basketball and gain life skills on Friday nights, a time when gang activity is prevalent.
- The Summer Kids in the Park (SKIP) program, which provides a free lunch and activities on a daily basis for youth in three of the city's parks throughout the summer.

Officials in Gresham acknowledge that, while practically every large city in America has dealt with gangs, most of them using a similarly comprehensive approach, Gresham's gang issues have posed unique challenges. As a first-tier suburb of Portland, Gresham has lacked the experience, infrastructure, and depth of gang prevention and intervention services available in most urban centers. With one of the lowest permanent tax rates in the state, Gresham is also hampered by limited resources for youth services—there is no recreation department, for example. Without the experience and resources to deal with its youth gang crisis, Gresham has relied heavily on community partnerships and outside funding sources. Indeed, every component of YGAP depends on a mix of public and private partners for the funding, coordination, planning, and implementation of services.

Fortunately, the growth of poverty and gangs in Gresham has not gone unnoticed by service providers and funders eager to direct their programs and financial assistance to areas of greatest need. YGAP activities are currently supported with a broad mix of resources that includes a federal COPS Office grant, federal Byrne Juvenile Assistance Grant (JAG) funding, Oregon Youth Development Council Youth and Gangs Grant funding, City of Gresham and Gresham Police Department general funds, and leveraged resources through several nonprofit service providers.

In many cases, the city has facilitated the expansion of Portland-based youth services into Gresham as part of its effort to build capacity for prevention and intervention. To create capacity for street-level gang outreach services, for example, the city partnered with the nonprofit Portland Opportunities Industrialization Center (POIC), which has provided outreach services in Portland for several years. POIC has also expanded its highly effective alternative high school program from North Portland into Gresham. At this high school, another partnership (between POIC, the City of Gresham, and a nonprofit called Peace in Schools) brings Mindfulness Training, designed to reduce stress and prevent violence, to more than 100 at-risk youth during the school day. POIC also coordinates Gresham's new late night basketball program for at-risk teenagers in partnership with the city and the Reynolds School District.

Among other examples of mutually beneficial partnerships are the city's agreements with the Boys & Girls Clubs of Portland and a Portland-based mentoring program called Friends of the Children, both youth-serving agencies that sought to expand into Gresham. The city facilitated that expansion with agreements permitting each agency to build new facilities on city-owned land.

Initial results of the Youth Gang Alternatives Program are promising, officials report, but the data show that the problem continues. The number of gang members documented by the East Metro Gang Enforcement Team (EMGET) increased last year from 450 to 505; in addition, EMGET made more contacts with suspected gang members, seized more weapons, and made more felony arrests in 2014 than in 2013.

Increased coordination between law enforcement and gang prevention services, however, may have contributed to a decrease in gang-related homicides from six in 2013 to just one in 2014. In addition, all Part I crimes fell 8 percent citywide, and the number of juvenile arrests declined by nearly 20 percent. The drop in fatal gang shootings alone is believed to have a significant impact on the community's perception of safety and quality of life. And at an individual level, hundreds of young people have benefited from the increased opportunities for recreation, improved stress management, and connection to gainful employment that YGAP has provided.

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12 Hartford, Connecticut—Mayor Pedro E. Segarra

Hartford's collaborative efforts to ensure the appropriate handling of nonemergency school-based disruptions are a key part of the city's comprehensive strategy of positive youth and family development.

During the 2011–2012 school year, nearly 40 percent of juvenile arrests in Hartford originated in the public schools; most of these resulted from lower-level offenses. By their very nature, school-based arrests involve disruption and exclusion, including but not limited to social exclusion and exclusion from the learning environment. Hartford officials believe that, to the extent that initial behaviors can be addressed safely and effectively in the school setting without law enforcement involvement, such disruption and exclusion and the associated implications can be avoided.

Early in 2012, the Hartford Disproportionate Minority Contact (DMC) Committee began analyzing the overrepresentation of youth of color in the juvenile justice system. The analysis pointed to school-based arrests of students as an area of great concern as well as great opportunity. The Hartford Public Schools (HPS) and Hartford Police Department (HPD) began working together to craft a memorandum of agreement (MOA) establishing uniform principles and parameters for addressing nonemergency school-based disruptions. Vitally, while the MOA promotes positive resolution by school staff, it does not interfere with the duties or discretion of law enforcement personnel in cases of crime or emergency.

Even as the MOA was taking shape, HPD, under the leadership of Chief James Rovella, began training personnel on the nature of the problem, the intent behind the MOA, and the availability of diversion options such as the Hartford Juvenile Review Board. Rovella required all HPD officers to attend training on the use of emergency mobile psychiatric services as an alternative to arrest. The MOA was fully executed in October 2012 and remains in effect today.

The MOA called for the establishment of a collaboration team to meet regularly to monitor implementation and periodically review the agreement for any needed revision. The core members of the collaboration team are representatives from HPS and HPD. For informational support and technical assistance, the team also includes representatives of the Connecticut Judicial Branch Court Support Services Division; the Center for Children's Advocacy; and the Hartford Department of Families, Children, Youth, and Recreation. The team meets monthly (or as needed, but no less than quarterly) to review current data and trends, refine communication or other critical processes, and address other matters as it chooses.

In implementing the MOA, HPS and HPD trained their respective personnel on the MOA's contents and the appropriate graduated response approach to addressing nonemergency school-based disruptions. This training is designed to promote a consistent approach across the school system, regardless of the HPS or HPD personnel helping to address a disruption.

Hartford officials recognize that recent disruptions in cities across the nation underscore the fact that many city residents feel disconnected from the governments charged with serving, protecting, and representing them; that often, such feelings are especially acute where people's best efforts to work toward greater family economic security prove inadequate in the face of persistent daily challenges; and that residents of Hartford are not immune to these feelings. One manifestation of this, they say, is that residents sometimes question whether a new initiative is really here to stay. Officials believe that steady, multipronged efforts to promote appropriate handling of school-based disruptions, positioning the initiative within the broader context of the city's comprehensive youth and family development strategy and using data to tell the story of the initiative's success, have allowed them to establish the initiative's credibility and importance in the community.

The efforts of HPS and HPD have resulted in a sustained drop in school-based arrests, including a first-year decrease in school-based student arrests of more than 50 percent. Building on this success, the collaboration team is exploring whether revisions to the MOA might support continued progress. The new superintendent of HPS, on the job since July 2014, has already shown her commitment to the effort: The new HPS code of conduct includes restorative principles and practices as well as a graduated response policy to ensure that school-based disruptions are addressed consistently and appropriately across the school district.

Hartford officials say success in reducing school-based arrests has largely been a result of making the issue a priority. There is no substitute for confident, informed commitment at key leadership levels, they say, or for staff who recognize the value and mutual benefit of implementing data-driven, strengths-based solutions. Data analysis itself is also seen as a key to success, and officials are keenly aware that their use of data to drive discussions and decisions depends not only on the quality of the data, but also on their ability to be honest about the data's strengths and limitations.

Implementing the MOA in Hartford has involved developing no-cost, low-cost, and ultimately cost-saving solutions to problems. The collaboration team receives administrative support from the city's Department of Families, Children, Youth, and Recreation and periodic technical assistance in data analysis from such Hartford DMC Committee partners as the Washington, D.C.-based Center for Children's Law and Policy. The city continues to work closely with its partners to leverage interagency contributions to support the school-based initiative.

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13 Houston, Texas—Mayor Annise D. Parker

Houston's Youth Police Advisory Council (YPAC) was created in 1997 by Chief of Police C. O. Bradford, who recognized that teenagers are often overlooked as a source of insights into juvenile law enforcement issues. The council's primary function is to promote trust and understanding between the Houston Police Department (HPD) and teens in the community. It provides about 50 positions for high school youth, teaching leadership skills and encouraging community service and community outreach. YPAC members meet frequently with HPD personnel, adult mentors, and other community members to share their views on current topics of relevance to young people.

With the goals of preventing violence and creating positive relationships between young people and law enforcement, the City of Houston and HPD have partnered on a range of program offerings to at-risk and other youth in the Houston area. In most cases, the city has implemented national programs targeting youth, or it is working with national organizations that serve youth.

Through the national Teen and Police Service (TAPS) Academy program, HPD mentor officers discuss with students topics such as bullying, anger management, gang life avoidance, drug use, conflict management, and others. The standard program, which runs for 11 weeks, is intended to reduce the distance between at-risk youth and law enforcement. It is housed in the Beechnut Academy, a public Houston Independent School District (HISD) school enrolling predominantly minority students in grades 6 to 12. There are also TAPS Clubs, which are condensed versions of the Academy, in at-risk high schools. The private academy, which is supported by HPD, the federal COPS Office, and other organizations, is based in Houston and also operates in six other cities.

In conjunction with the Boys & Girls Clubs of Greater Houston, police officers in the after school mentoring program provide one-to-one and small group mentoring and facilitate character-building programs for children seven to 17 years of age. Their work is designed to provide social, emotional, and academic support for club members and develop positive relationships between the officers and the members.

HPD offers the national Character Does Matter program, a school-based leadership program created by the Travis Manion Foundation to deliver "dynamic and inspiring" presentations to young emerging leaders across the United States—presentations that instill values of honor, integrity, and respect. In Houston, police officers serve as ambassador officers, presenting stories designed to engage and empower students beginning in grade 6 and continuing through college.

The Houston Police Explorers program provides training programs for young adults on the purposes, mission, and objectives of law enforcement. It provides career orientation experiences, leadership opportunities, and community service activities with the goal of challenging young adults to become responsible citizens of their communities and the nation. Internships are available to explorers and to youth attending Houston's High School for Law Enforcement and Criminal Justice.

Houston police officers teach an anti-gang curriculum to students in targeted HISD middle schools using the national Gang Resistance Education and Training (G.R.E.A.T.) model supported by the DOJ. The joint law enforcement and school effort offers another opportunity for police officers to develop positive relationships with young people and their families.

HPD conducts teen driver safety presentations and activities at schools and public events in an effort to help reduce teen driver crashes, fatalities, and impaired and distracted driving incidents.

HDP also offers youth job and intern programs for high school graduates, college students, and other young people in the community.

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14 Kansas City, Missouri—Mayor Sly James

In the spring and summer of 2011, large crowds of young adults and teens congregated on Friday and Saturday nights in one of Kansas City's iconic entertainment areas, the Country Club Plaza. The crowds would form rapidly and disturbances would often occur, although these were usually instigated by only a few individuals. In one notable incident, three young people from the community were shot. With similar problems occurring in many of Kansas City's other entertainment areas, concern grew in the community about the activities available to young people as well as the city's responsibility to keep entertainment venues safe and enjoyable for other citizens and for visitors.

As the summer of 2012 neared, constituents and local agencies called for the city to convene discussions on how to provide safe alternative weekend activities for young people. Out of these discussions came Club KC, a partnership of the Parks and Recreation Department, Board of Parks and Recreation Commissioners, mayor's office, police department, and other community entities to provide safe venues for sports, dancing, and other social activities on Friday and Saturday nights at city community centers. Club KC is operated by several private and nonprofit partners responsible for the success and diversity of a program now serving more than 10,000 youth during the summer months.

In addition to Club KC, a partnership of the Parks and Recreation Department and the mayor's office enables young people to participate in summer basketball, volleyball, and soccer leagues. The program, Mayor's Nights, comprises sport-specific tournaments—Night Hoops, Night Kicks, and Night Nets—that provide secure nighttime activity for youth at the Parks and Recreation Department's community centers and other facilities. The program also includes a mandatory education component: Each player must participate in a series of classes providing, for example, ACT preparation, job training, and life skills development. In addition, all participants must maintain strict adherence to program rules of play, punctuality, and general behavior.

Kansas City, Missouri— Mayor Sly James

In August 2011, the city council unanimously passed a summer curfew effective in all city-designated entertainment districts. Youth 17 years of age and younger are subject to an 11:00 p.m. curfew on weeknights and a midnight curfew on weekends, in effect until the Friday of Memorial Day weekend. From that day until the last Sunday in September, the curfew is set at 10:00 p.m. for youth 15 and younger and at 11:00 p.m. for youth ages 16 and 17 in most parts of the city. During the summer months the city's five entertainment districts—the Plaza, Westport, Downtown/Central Business District, 18th and Vine, and Zona Rosa—have a special curfew that requires anyone under 18 to be accompanied by a parent or guardian after 9:00 p.m. Officials acknowledge that the summer curfew often poses a challenge to the staff responsible for providing activities for the youth in the summer programs.

Both Club KC and Mayor's Night are line items in the Parks and Recreation Department budget, and both also receive private donations. Kansas City officials report that last summer while Club KC and Mayor's Nights activities were underway, youth crime was down 18 percent.

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15 Knoxville, Tennessee—Mayor Madeline Rogero

The Knoxville Police Department Crime Analysis Unit conducted a violent crime study within the city from 2011 to 2013. The study showed a 4.95 percent increase from 2011 to 2012 in crimes against persons involving a weapon and a 4.63 percent decrease in these crimes from 2012 to 2013. Murder with a firearm increased 40 percent from 2011 to 2013; within this category there was a 140 percent increase in Black offenders. In both 2011 and 2012 there were 18 murders; in 2013 there were 19.

Alarmingly, Knoxville's offenders were getting younger: During 2013, 42 percent of the murders committed with a firearm involved offenders between the ages of 18 and 24; in the previous year this figure was 22 percent. A shocking 90 percent of the murders committed with a firearm in 2012 involved Black offenders shooting Black victims.

In 2013, Mayor Madeline Rogero joined Cities United, a national partnership to eliminate violence-related deaths of African-American boys and men, and formed a small advisory group of local ministers, community leaders and youth, educators, Councilman and former Mayor Daniel Brown, and Knoxville Police Chief David Rausch to study issues related to violence among boys and young men of color (B&YMOC) in neighborhoods and to discuss how to best coordinate resources and efforts. As in many other cities, and as evident in this city's crime statistics, African-American boys and men in Knoxville make up a disproportionate share of those affected by violence.

The advisory group met one-on-one with a variety of community partners, nonprofits, and elected officials to identify the resources and programs that address prevention, intervention, and reentry. The group also invited an inner-city school guidance counselor and three graduating high school seniors who are African-American young men to share their experiences and future plans. One of the young men interned with the mayor's office in the summer before entering the University of Tennessee.

Mayor Rogero led a delegation of advisory board members to a Cities United conference in New Orleans in 2014 and in November hosted a local action summit in response to the national My Brother's Keeper challenge from the White House. The Save Our Sons (SOS) summit focused on reducing violence-related deaths and increasing opportunities for success among B&YMOC. More than 180 participants from 60 different agencies attended the event. Represented were educators, service providers, clergy members, law

enforcement, and former offenders. Speakers included a juvenile court judge, the United States Attorney, Knoxville's police chief, and Knox County's schools superintendent, district attorney, and public defender, who described interactions and challenges in dealing with at-risk youth in the streets, classroom, and courtroom.

Following the presentations, attendees participated in round table discussions of the most pressing issues facing B&YMOC and what Knoxville could do to address them. The discussions were summarized by the University of Tennessee Social Work Office of Research and Public Service (SWORPS), and a report was delivered to the mayor and SOS advisory group, which then identified next steps including holding a summit to provide a voice for B&YMOC, creating a clearinghouse of resources and resource providers for B&YMOC, developing opportunities for the police department and B&YMOC to interact in positive new ways, and collaborating with the local Fair Chance Campaign to provide opportunities for people with criminal records to find jobs and to encourage employers to "ban the box" (that is, delay asking for applicants' criminal records and conducting background checks until after an interview).

The mayor and city departments have provided support and funding to benefit B&YMOC in a variety of ways. They have

- increased funding to agencies that provide after-school programs and mentoring, and to a reentry program for former offenders;
- provided a $250,000 capital grant to the Boys & Girls Club for their new facility;
- funded community schools to expand opportunities for youth and families at neighborhood schools;
- leased the city pool at the E.V. Davidson Recreation Center to the Emerald Youth Foundation for their swimming program for inner-city children;
- allocated $550,000 in capital funding for street, streetlight, and sidewalk and safety improvements at the site of the new Sansom Sports Complex that will be managed by Emerald Youth and will provide a soccer program for more than 1,000 urban youth;
- expanded city recreation programs to include a greater variety of sports to encourage activity for youth who might not play baseball, basketball, or football;
- promoted the Michelle Obama "Let's Move" initiative to build healthy, active lifestyles at recreation centers and in the schools;
- expanded Knoxville's Summer in the City youth employment program; of the 15 students hired, 11 were African-American young men in high school or college;
- invited youth groups to the mayor's office to learn about city government and public service;
- sponsored an end-of-summer Skate Party, a safe and fun activity for students.

The police department has implemented an anti-bullying initiative and is aggressively applying for grants to expand outreach and programming to reduce violence. Knoxville's school superintendent has appointed a Disparities in Educational Outcomes task force to recommend strategies to address disparities in student academic achievement and discipline outcomes that might correlate with income, race, language, or disability issues. An established safe policy committee composed of government officials, law enforcement, nonprofit organizations, and community leaders has been responsible for implementing a School Resource Officer (SRO) program, an alternative school for youth offenders, a Knox County truancy program, and a restorative justice program.

The City has contracted with the University of Tennessee's SWORPS to conduct story circles through which community residents identify crime drivers, assess safety concerns related to specific hot spots, assess service needs, and identify community assets related to public safety—information that will inform a community survey of residents and property owners. The U.S. Attorney for the Eastern District of Tennessee has provided federal Project Safe Neighborhood funding for the community survey, to be conducted by SWORPS, and the city is working with the state's Office on Criminal Justice Programs in an effort to obtain funds to address the issues identified by SWORPS.

The most difficult problem, city officials say, is identifying how initiatives can be maintained after initial grants and other resources have been depleted. The key and the challenge, they say, is to secure community engagement in, and ownership of, the initiatives.

Knoxville's budget addresses crime throughout the city, and while it includes a significant investment in the inner city it falls short of what is needed to combat crime in distressed communities. For the first time in 10 years, in 2014–15 the city budget included a property tax increase that helps the city invest in neighborhoods, infrastructure, and a revitalized urban core.

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16 Los Angeles, California— Mayor Eric Garcetti

The Mayor's Office of Gang Reduction and Youth Development (GRYD) was established in 2007 as part of an intensive effort to foster youth development and reduce the influence of street gangs in the lives of youth. GRYD uses a neighborhood-based approach that focuses on high-gang-crime areas and implements several programs to address the prevalence of gangs and related crime in those communities. It works with local partners and law enforcement to respond to shootings in service areas as well as to support community-based initiatives. It is grounded in the belief that in order to reduce gang-related violence, efforts must focus on increasing the resilience of youth and families in each GRYD zone.

GRYD providers offer gang prevention, intervention, and reentry services. These services revolve around family-based case management. GRYD implements a family-centered model of practice focused on reducing negative behaviors associated with risk factors for joining gangs through prevention services. A similar model is used for intervention services, although their goal is to reduce the youth or young adult's association with the gang. Both models seek to reduce negative behaviors while increasing protective factors. GRYD works with families to highlight their strengths and assets and provides them with tools, techniques, and strategies necessary to solve problems as a family.

GRYD differentiates between gang prevention and gang intervention:

- Gang prevention provides services to youth ages 10–15 who are most at risk for joining a gang. A youth must demonstrate eligibility for services on the Youth Services Eligibility Tool (YSET), that which assesses this risk. The youth's YSET results must show that he or she has a minimum of four of the nine risk factors for gang-joining. In addition, the youth must live in the area or spend most of their time in the area.
- Gang intervention provides services to youth and young adults ages 14–25 already involved in or affiliated with a gang. To be eligible for services, an individual must be between 14 and 25 years of age and must be present in the GRYD zone that is being served— that is, live in it, go to school in it, or spend most of their time in it.

Services are guided by the framework for each model and by the needs of each client and family and may include individual or family therapy, assistance with housing, tutoring, arts or sports activities, mentoring, job development, life skills training, individual or group counseling, leadership training, educational support, reentry services for post-incarcerated individuals, or tattoo removal.

Summer Night Lights (SNL) is another major component of the mayor's GRYD strategy.

SNL is a violence reduction program that provides extended recreational, cultural, educational, and resource-based programming on designated days between the hours of 7:00 p.m. and 11:00 p.m. throughout the summer months. SNL provides youth and families with a safe recreation space, employment opportunities, expanded programming, and linkages to local services. The program fosters a spirit of volunteerism, with many community members not only participating in programming but also actively volunteering to make a positive change within their community. It also provides an important platform for interagency collaboration through a partnership with more than 100 local community-based organizations, educational and vocational institutions, and city and county agencies.

In 2015, its eighth summer of implementation, the core components of the SNL program include the following:

- **Extended and expanded programming.** The program will be implemented at 32 recreation centers throughout the City of Los Angeles and will include youth- and adult-centered recreational, cultural, educational, and resource-based activities that are offered at no cost to participants.
- **Youth Squad.** The program will hire 352 youth ages 17–24 from the community who are at risk for gang involvement or gang violence. Ten Youth Squad members and one Lead Youth Squad member will be employed at each SNL location to carry out tasks related to program delivery.
- **Community intervention workers / cease fire.** Community intervention workers are hired to engage in proactive peacemaking activities as well as violence interruption strategies throughout the SNL program.
- **Law enforcement engagement.** The Los Angeles Police Department (LAPD) is involved in the program at multiple levels and participates in the outreach and training of seasonal SNL staff. In addition, the department deploys officers as well as cadets to SNL sites for community engagement activities throughout the summer.

Since its inception, the SNL program has consistently reduced violent crimes, including gang-related homicides in and around SNL sites; provided programming to approximately 4,236,253 participants; served more than 2,679,283 meals; and created more than 7,000 jobs for local community members. Other long-term effects cited by SNL participants include increased perceptions of safety, improved relationships between the LAPD and community members, and increased knowledge of local resources.

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17 Louisville, Kentucky—Mayor Greg Fischer

Part of a core set of values for Mayor Greg Fischer, the Louisville Metro Police Department (LMPD), and the Office for Safe and Healthy Neighborhoods is a commitment to neighborhoods where all citizens feel safe, secure, and fully prepared for lifelong success. There is a shared recognition that no segment of the community is more significant than youth, that early intervention and building relationships are vital to the success of any youth initiative, that arresting youths is not the answer to stopping community violence, and that initiatives must focus on the underlying issues that could lead youth to a life of crime.

Based on the most recent data from the FBI, Louisville is ranked fourth safest in the United States when compared to its 17 peer cities with populations between 500,000 and 800,000. In 2015, however, the city experienced an increase of approximately 4 percent over the previous year in Uniformed Crime Report Part 1 violent crime. The role of youth in violent crime in Louisville is seen in the following statistics. Juveniles are

- 25 percent of robbery suspects (n=120);
- 11 percent of robbery victims (n=38);
- 5 percent of rape suspects (n=2);
- 35 percent of rape victims (n=11);
- 7 percent of aggravated assault suspects (n=32);
- 14 percent of aggravated assault victims (n=81);
- 12 percent of gunshot victims (n=8),

In addition, one of the city's homicide victims was a juvenile.

In January 2015, the mayor, police department, and Office of Safe and Healthy Neighborhoods, working in partnership with 150 citizens, released an action plan, *One Love Louisville—Be the One to Make a Difference*. The plan represents a comprehensive strategy to enhance the quality of life of Louisville residents by reducing overdose, suicide, and homicide rates; creating a community action plan; encouraging all to use their citizenship muscle by signing up to Be the One to Make a Difference; and identifying 13 goals and 42 initiatives to be incorporated into a long-term plan.

The action plan focuses on creating a climate in which residents have more favorable relationships with government agencies, including the LMPD. The goal is increased trust and positive perceptions of one another—a goal achieved through the promotion of legitimate, transparent, and just exercising of LMPD officers' discretionary power during citizen-officer encounters.

Louisville's strategy to combat youth violence includes the following new and established initiatives:

- **Metro mentors.** A new policy allows city employees to devote two hours a week to mentoring youth. Goals are to help ensure that all youth are connected to a caring adult and to have 10 percent of city workers serving as mentors by the end of 2015.
- **Chief's Youth Advisory Council.** This group of 30 teens meets with Police Chief Steve Conrad and his representatives to assess youths' access to police resources, police/youth interaction, and concerns high school students have expressed about youth violence. Many of these conversations lead to procedural changes and training initiatives within the LMPD. Advisory council members are also tasked with taking issues back into their circle of peers to get diverse viewpoints.
- **Zones of Hope.** This is a place-based strategy designed to restore a sense of place and connection for some of Louisville's most disconnected Black boys and men. In the city's five Zones of Hope—Newburg, Russell, Parkland, Shawnee, and California communities—community leaders and neighbors come together each month to focus on reducing violence in their neighborhoods and on improving outcomes for youth. The four core objectives of the effort are family and community wellness (heart), academic readiness and achievement (head), career readiness as a life investment (hands), and restorative justice (hope).
- **Wearable video systems.** This program will put a mobile video system on the person of every patrol officer in the LMPD. The goal is to ensure transparency, increase police accountability, and build stronger police relationships in minority communities.
- **Coding @ the Beech.** Twenty-week coding classes are being provided in a HUD housing unit. The goal is to develop technical skills in young Black boys.
- **Youth Police Academy.** Twenty youths from inner-city neighborhoods are being provided a 40-hour program that introduces them to police work. The curriculum exposes the teens to LMPD specialty units, crime prevention, and situational leadership opportunities through the internal chain of command. Personal leadership is the core value emphasized in this program.
- **SummerWorks program.** Youth 16–21 years of age are placed in businesses, community-based organizations, and city agencies and are on the job for at least 30 hours per week for seven weeks.
- **Ambassador program.** This is a volunteer program, managed by the LMPD Office of Community Development, enlists the services of adult community members to serve primarily during large community events as mediators in any type of dispute that may arise involving youth and to notify the LMPD if police involvement is needed.
- **Youth chat with LMPD.** Public open-dialogue discussions, designed so that youth and young adults ranging in age from 12 to 25 can hear from and talk with

local law enforcement officials, are being held each month in designated Metro Parks community centers in high-impact areas of the city. Co-moderated by local youth, the goals of the discussions are to help youth learn about the variety of tasks police officers perform and to improve relationships and mutual understanding.

- **Jefferson County Public Schools-LMPD Partnership.** Through this partnership, a school is notified by the LMPD when a child has been exposed to violence in the home. The goal is to provide school personnel with the information they need to ensure these students are receiving the appropriate interventions.
- **Explorers.** This program is for young men and women, ages 14–19, who are interested in a career in law enforcement. The program provides both classroom instruction and practical exercises designed to familiarize participants with law enforcement in general and the LMPD in particular. The program emphasizes community involvement, character development, and leadership.

The partners in Louisville's strategy to combat youth violence are confident that these initiatives will produce positive outcomes for the youth of the community. They report that the initiatives are continually evaluated on their success and adjusted based on the needs of the youth involved.

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18 Madison, Wisconsin—Mayor Paul Soglin

An increase in youth violence has occurred in Madison in recent years. The city's initial response was to identify the areas where youth commit crime, which were the areas where youth congregated: the high schools, the Madison Metro South Transfer Point, shopping malls, and two large discount stores. Data analysis indicated that youth most frequently committed crimes away from the neighborhoods where they lived. Based on this, a wide-ranging set of initiatives was put in place.

4M team

The name of the team reflects its membership: the mayor's office, Madison Police Department, Metro Transit, and the Madison Metropolitan School District.

In 2009, the police department conducted numerous sessions with middle school students on the subject of safety in their neighborhoods. Police found that the primary concern of students was their safety on the Madison Metro buses, particularly at one transfer point where there had been an increase in violence in the form of robberies, fights, and other disturbances. The mayor's office worked with the police department, Metro Transit, and the school district to identify times at which youth were being dropped off at the transfer points. The data showed a correlation between the times police calls for service increased and the times at which youth were dropped off after school.

This 4M team responded by coordinating extra police presence at the transfer points and changing Metro bus routes and the locations at which youth were dropped off after school. The result is that violent crime at transfer points has decreased, and the team continues to monitor incidents at all city transfer points and on Metro buses.

Another part of the 4M team's response to this problem was the training of bus drivers on conflict resolution and safety precautions. As a result of the relationship that has been established between police officers and bus drivers, youth feel safer and have established their own relationships with the officers and drivers.

The next step for this initiative is to identify at-risk youth early in their lives and divert them to restorative justice programs rather than ticket them for minor offenses. It's understood that the very first citation given to a youth at risk can be the entry point into the criminal justice system.

Crime Prevention Gang Unit

The implementation of the Crime Prevention Gang Unit in 2010 is seen as a turning point for the city. The mission of the unit is to provide training and support to empower the community to protect persons and property in order to create a safe environment and a better quality of life. The unit addresses gang activity through innovative intervention, prevention, and enforcement strategies.

The unit developed a communitywide approach to youth violence, working with several community partners and social service providers to deter youth from gang life and the court and correctional systems. The unit's officers conduct home visits of identified gang members and also visit schools; the purpose of the home visits is not enforcement actions but rather to meet families, educate them about signs of gang activity, and answer any questions they may have. Through this process, gang members have gotten to know the officers involved, and an increase in respect and trust of the police department has been observed.

The Gang Unit also serves as a member of various other countywide initiatives aimed at reducing youth violence. For example, the unit participates in the Dane County Violence Reduction Team, coordinated by the county Department of Human Services. In its effort to identify and address any needs in the community that relate to at-risk youth, the team brings together resources from law enforcement, the school district, the juvenile court, and various social service agencies. The team's open line of communication streamlines delivery of resources to children in need of assistance or intervention.

Educational Resource Officers

The school district and the police department are committed to providing a balanced approach to the responsibilities of the Educational Resource Officers serving in each of Madison's high schools, a balance which reflects both their educational and law enforcement roles. By providing a consistent police presence in the schools, officers are able to develop positive relationships with students and staff and to work proactively to prevent disruptive incidents, all in support of the schools' overall efforts to maintain a safe environment.

Special Investigations Unit

Formed by the Madison Police Department in 2011, the Special Investigations Unit targets violent repeat offenders using the focused deterrence model, which recognizes that a relatively small number of offenders are responsible for a significant amount of crime in the community. Offenders in this category are brought into a notification meeting with law enforcement and criminal justice officials and others from the community. The meeting includes a description of the impact that their criminal activity has had on the community, an offer of support and assistance to turn their lives around, and assurance that they will be held to a higher level of scrutiny in the future and that any additional criminal behavior will be prosecuted vigorously. The unit works with the Community Against Violence Team, which provides close monitoring of convicts following their release from prison. Support offered to the repeat offenders comes from several community groups and includes access to education and assistance with housing and job searches.

Restorative Court

The city is currently implementing a Community Restorative Court that provides an alternative to a citation or arrest and traditional court proceedings for offenders ages 17–25. An early intervention effort that aims to keep young people out of the pipeline of arrests and incarceration, it calls on community residents to determine how offenders must make up for their crimes, perhaps through community service or paying restitution to victims. Madison currently has restorative courts in each of its high schools where incidents are handled by school officials, peers, Educational Resource Officers, and community leaders.

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19 Minneapolis, Minnesota—Mayor Betsy Hodges

In 2006, Minneapolis faced a rise in violent crime involving young people. Then Mayor R.T. Rybak responded by partnering with local leaders in government, education, law enforcement, social services, neighborhoods, and businesses to confront the problem. *A Blueprint for Action to Prevent Youth Violence*, a multifaceted, multisector, multiyear plan that views violence through a public health lens, was launched in January 2007. The public health approach promotes strategies that reduce factors that put people at risk for experiencing violence and increase factors that protect people or buffer them from risk.

The effectiveness of the partnership and the *Blueprint* is reflected in crime data covering 2006 to 2012: During that period, violent crime among youth decreased 57 percent, incidents with guns among youth decreased 67 percent, youth gunshot victims decreased 39 percent, youth homicides decreased 60 percent, and youth gun-related assault injuries decreased 62 percent.

Since 2012, Minneapolis has been a member of the National Forum on Youth Violence Prevention, an initiative launched in 2010 by the Obama administration to bring federal agencies and cities together to share information and build local capacity to prevent and reduce youth violence. There are currently 15 cities in the network. Federal agencies involved are the DOJ; the U.S. Departments of Education, Health and Human Services, Housing and Urban Development, and Labor; and the Office on National Drug Control Policy. The National Forum's strategic planning process provided the framework for engaging community partners, collecting and sharing relevant data and information, and revising the original *Blueprint*. Community dialogues and a workgroup provided extensive input that shaped the revised strategic plan and its five goals:

1. Foster violence-free social environments.
2. Promote positive opportunities and connections to trusted adults for all youth.
3. Intervene with youth and families at the first sign of risk.
4. Restore youth who have gone down the wrong path.
5. Protect children and youth from violence in the community.

Minneapolis, Minnesota—Mayor Betsy Hodges

Mayor Betsy Hodges chairs the city's Youth Violence Prevention (YVP) executive committee, which includes representatives from local government, education, law enforcement, social services, philanthropy, neighborhoods, and businesses in addition to other government and community-level organizations that guide a YVP multijurisdictional team made up of governmental representatives exclusively. The team, which meets biweekly to discuss long-term and short-term strategies needed to respond to current youth-involved crime trends, includes representatives of the Minneapolis Police Department, Minneapolis Health Department, Minneapolis Employment and Training, Minneapolis Youth Coordinating Board, Hennepin County Juvenile Detention Alternatives Initiative, Minneapolis Parks and Recreation Board, Minneapolis Park Police, Metro Transit Police, and Minneapolis Public School District.

Examples of programs and activities sponsored by Minneapolis YVP include the following:

- **National Youth Violence Prevention Week,** an effort by the city, schools, and other agencies involved with youth to stage a number of events that call local attention to the issue of violence and how to prevent it in the community.
- **Pop-Up Parks,** which are tents erected in neighborhoods during the summer months to offer teens music, sports, games, crafts and other activities. Adult staff members connect teens to all that is available to them in their neighborhoods and in nearby recreation centers.
- **Speak Up Minneapolis,** an anonymous tip line that allows youth from across the city to phone in or text reports of potential violence, including the presence of weapons, in schools, parks, libraries, or other locations. Trained counselors are available 24 hours a day to produce detailed summaries of the potential threat and then file a complete report with the police department and district Emergency Management and Safety and Security staff.
- **The Brothers and Fathers Institute,** a conference designed specifically to help young men 14 to 24 years of age to reach their full potential. In line with the mission of My Brother's Keeper, the institute empowers young fathers and young men who are at risk for early fatherhood.
- **PeaceMaker Awards,** which recognize people who are making a difference in Minneapolis schools by addressing youth violence and fostering community peace. Award winners receive cash prizes for their schools ranging from $250 to $1,000.
- **Blueprint Approved Institutes for Capacity Building and Micro Grants,** in which a number of organizations are helped to build capacity through monthly training sessions on issues relevant to violence prevention and general organizational capacity. Participating organizations receive small grants to implement a project or program following the training portion of the Institute.

In 2014, Mayor Hodges also joined Cities United, the national partnership to eliminate violence-related deaths of African-American boys and men, and is working with the police department on juvenile justice reform, focusing on curfew and truancy offenses and better delivery of prevention and intervention services for youth at risk for system involvement. Minneapolis is one of six Cities United cities receiving technical assistance in juvenile justice reform.

With guidance from the YVP executive committee, the Minneapolis Health Department coordinates the efforts of the many partners who are implementing parts of the

Blueprint. The department employs a full-time YVP coordinator. The city receives funding through the National Forum on Youth Violence Prevention from the DOJ's Office of Juvenile Justice and Delinquency Prevention. That funding includes a designated allocation that goes towards sustaining the partnership with the Minneapolis Public Schools. The city budget also includes Community Development Block Grant funding for youth violence prevention, and the state and foundations also allocate small amounts to the effort.

Officials say additional sustainable resources are needed, particularly to work with the 18- to 24-year-old target group that has a specific need for employment and job training services. The city has initiated a BUILD (Broader Urban Involvement and Leadership Development) Leaders program to address this need. Young adults who face economic or social barriers and who demonstrate leadership potential are recruited into BUILD Leaders to obtain training in positive youth development and related skills. The BUILD Leaders are subsequently employed to teach younger youth, 9–12 years of age, about gang and violence prevention.

There is no question that the *Blueprint for Action to Prevent Youth Violence* has had a significant impact on youth violence in Minneapolis. In 2013, the city reached a notable milestone: zero youth homicides, down from the peak of 25 youth homicides in 2006.

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20 New Orleans, Louisiana—Mayor Mitch Landrieu

New Orleans, historically, has had one of the nation's highest murder rates—at least six times the national average for the past 20 years. In 2012, with 193 victims, the murder rate was more than 10 times the national average. Juveniles and young adults are frequent participants in this violence both as victims and as perpetrators. Since 2010, 42 percent of murder victims in New Orleans have been younger than 25 years old, and 9 percent have been juveniles under the age of 18.

Many youth in New Orleans have had direct experience with the effects of violence. A study of city children six to 12 years of age found that 85 percent had seen someone beaten up, 40 percent had seen someone shot, and 31 percent had seen a dead body.

NOLA FOR LIFE, the mayor's comprehensive murder reduction strategy, was launched in 2012. A comprehensive, data-driven strategy to get to the root of the problem, it implements initiatives in five categories, which are pillars of the strategy: Stop the Shootings, Invest in Prevention, Promote Jobs and Opportunity, Get Involved and Rebuild Neighborhoods, and Strengthen the New Orleans Police Department (NOPD). The mayor mobilized city government, nonprofit organizations, and the business community, gaining commitments to reducing murder and changing the culture of violence. Under Deputy Mayor Judy Reese Morse's direction, the mayor's Innovation Delivery Team developed the NOLA FOR LIFE strategy in collaboration with the superintendent of police, criminal justice commissioner, and health commissioner.

To better understand the problem, a broad set of stakeholders was engaged. These included an expert panel of criminologists; police chiefs and criminal justice policy makers from around the country; and focus groups of local law enforcement, social service providers, and young men between the ages of 15 and 21. Approaches from around the country that could be tailored to the city's unique environment were researched.

The scope of the cross-agency leadership is broad: NOLA FOR LIFE boasts partnerships with 13 local, state, and federal law enforcement and criminal justice agencies; more than 10 city departments; dozens of members of the business community; and more than 100 community-based organizations, including service providers, faith leaders, academics, coaches, teachers, advocates, and community members.

The New Orleans Health Department, Office of Criminal Justice Coordination, and police department are the primary implementers of the prevention, intervention and rehabilitation, and enforcement initiatives, respectively. IDT provides data analysis, research and support for strategy development, implementation, performance management, and reporting.

The NOLA FOR LIFE strategy emphasizes prevention in helping young people and their families succeed. Midnight basketball and mentoring programs provide opportunities to reach communities and connect at-risk youth to job placement, job training, education opportunities, and other supportive services.

Under the leadership of the health department and under the Invest in Prevention pillar, the city developed *The NOLA FOR LIFE PLAYbook*, a strategic plan to prevent youth violence by addressing risk and protective factors. This plan uses a public health approach and is supported by the National Forum on Youth Violence Prevention. The city has coordinated with education and community partners to promote positive school climates using positive behavioral interventions and supports in school, and to develop a strategy to create a structure for year-round youth engagement.

Local law enforcement agencies work in concert to change the culture of violence in New Orleans. Under the Strengthen the NOPD pillar, NOLA FOR LIFE has worked to enhance relationships between youth and law enforcement. The Stop the Shootings pillar offers direct support within the communities that have been most directly affected by the historically high murder rate through CeaseFire, which employs violence interrupters with street credibility to resolve conflicts and work with high-risk youth, and the Group Violence Reduction Strategy (GVRS). The Multi-Agency Gang Unit is the key enforcement component of GVRS, designed to remove violent offenders from the streets and to dismantle gang activity.

Through a public awareness campaign and initiatives to clean up the City, the Get Involved and Rebuild Neighborhoods pillar encourages all residents to do their part for communities. The Promote Jobs and Opportunities pillar offers young people an alternative to violence and a chance to change their lives through training and better access to job opportunities.

In implementing the NOLA FOR LIFE strategy, challenges had to be confronted: lack of trust between law enforcement and the community; gaps in access to support services in disadvantaged neighborhoods; lack of consistent, serious consequences for violent crimes and repeat violent offenders; lack of coordination throughout the criminal justice system; and limited coordination and communication across the board among schools, social service and health providers, neighborhoods, and the criminal justice system.

Maintaining a strategy as comprehensive as NOLA FOR LIFE requires intense and ongoing coordination as it evolves and expands its reach. In New Orleans, the mayor delivers the requisite urgency and commitment; the deputy mayor of citywide initiatives ensures accountability and sustained focus among the wide range of stakeholders.

Among the many signs of progress since the implementation of NOLA FOR LIFE include the following:

- There was a slight decrease in murders in New Orleans in 2012, the year the strategy was introduced, but in the following year, the number of murders, 156, was

the lowest in nearly 30 years. In 2014, the city recorded another drop in the number of murders—in fact, the lowest number since 1971.

- The neighborhood that had the highest number of shootings and murders from 2009 to 2011 saw only one murder between March 2013 and March 2014.
- Of the 166 individuals on probation and parole who have participated in a GVRS call-in, 113 have signed up for services.
- Since 2013, the health department, in collaboration with community partners, conducted trainings in mental health and trauma for more than 250 individuals from 119 different agencies and schools.
- Midnight basketball has had more than 5,000 participants and spectators take advantage of a safe and constructive space to interact, build bonds, receive guidance from positive male role models, and get connected to educational opportunities and jobs.
- The Multi-Agency Gang Unit has indicted 106 individuals from 11 gangs.

More than 60 percent of the funding for NOLA FOR LIFE has come from nonpublic sources, including national corporations, local businesses, and citizens; significant investments have been made by local and national foundations. In partnership with the Greater New Orleans Foundation, the mayor's office established the NOLA FOR LIFE Fund as a vehicle for use by private, individual donors to contribute to the effort. The fund awards grants to local organizations to increase their capacity to serve the highest-risk individuals in their communities. The city convened a community of practice, a diverse group of service providers supported by the NOLA FOR LIFE Fund, to network, coordinate programming, and identify policy barriers to improving service delivery for high-risk individuals. The work of this group helped attract additional philanthropic investments to support violence prevention programs such as the NOLA FOR LIFE Services Collaborative, funded by the Robert Wood Johnson Foundation with matching funds provided by the NOLA FOR LIFE Fund.

In summary, officials say, tackling murder reduction and youth violence takes the coordinated effort of government, business leaders, nonprofit organizations, law enforcement at all levels, coaches, teachers, faith leaders, and citizens. The multiple initiatives that make up NOLA FOR LIFE were created to engage a diverse set of stakeholders in the development and implementation of the strategy. Those involved in the city's effort say they have learned that addressing youth violence requires a team dedicated to performing rigorous analysis, managing the strategy development, and designing smart, impactful solutions. NOLA FOR LIFE employs evidence-based approaches that have demonstrated success. The monthly data-driven performance review meetings promote transparency across all NOLA FOR LIFE efforts and enable the mayor to hold city leaders and staff accountable for their stated goals and outcomes.

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21 Orlando, Florida—Mayor Buddy Dyer

Shortly after taking office in 2003, Mayor Buddy Dyer responded to residents' concerns about crime and education by appointing like-minded leaders to create a continuum of evidence-based youth programs that would "move the needle" on juvenile crime and academic performance among the city's youth. This leadership included the city's newly-hired Director of Families, Parks and Recreation; the Director of Children and Education for the city, a newly-created position; and leaders within the Orlando Police Department. (Subsequently, the Director of Children and Education became the Director of Families, Parks and Recreation; she continues to fill both positions.) Partnerships were established with the Orange County Public Schools, Heart of Florida United Way, and civic, nonprofit, neighborhood, and faith organizations. Youth were engaged to ensure the work addressed their interests and concerns.

Although Orlando had been hosting youth programming for decades, this was the first time in its history that the city began taking a leading role in the convening of all sectors to create and implement a holistic plan that would have an impact on the academic performance of youth and on juvenile crime rates. The city's strategy was guided by input from community stakeholders and evidence resulting from decades of research showing that youth are less likely to commit a crime if they have caring adults who supervise and guide them, interesting things to do outside of school, help with school work, and connections to jobs and postsecondary education. Through partnerships with the police, schools, and community partners, youth have been connected to mentors, after-school programs, jobs, and resources that support their academic success. The strategy also includes concentrated investment in children's programs in the city's highest-crime neighborhood, the specific targeting of low-income and older youth, a focus on improving outcomes among Black boys and young men, and a data-driven approach that tracks the impact of the city's effort.

One notable measure of that impact to date: Over the past decade, Orlando has recorded a 47 percent decline in its juvenile crime; this includes a 74 percent decline in its highest-crime neighborhood.

Currently, the city of Orlando serves 11,000 children every day, year-round, at 22 locations. This represents 21 percent of all children (52,640) residing in Orlando. Fifty-five percent of those served are teenagers or young adults of middle school, high school, and postsecondary school age—the group at

greatest risk for committing juvenile crime. Further, 91 percent of the children served are low income and 23 percent are homeless. These are the young people who have the greatest hurdles to overcome in order to succeed in school and steer clear of the juvenile justice system. Examples of the city's youth programming developed over the past decade to reduce juvenile crime and improve academic performance include the following:

- **Parramore Kidz Zone (PKZ).** The city began implementing PKZ in 2006 to reduce juvenile crime and teen pregnancy and improve academic performance in the Parramore Heritage Community, Orlando's highest-poverty, highest-crime neighborhood. Modeled after Harlem Children's Zone, PKZ last year served 1,300 youth aged from birth through 24 years, enrolling them and their families in preschool education, parenting education, after-school programs, mentoring, tutoring, wraparound academic support, family economic stabilization, youth employment, college access assistance, and more. PKZ has been lauded as a national model and has appeared in numerous reports, among them the 2012 report of the White House Council on Community Solutions and a report by Tufts University and the America's Promise Alliance.
- **Orlando After-School All-Stars (ASAS).** Orlando ASAS provides a robust after-school and summer program for more than 2,500 kids annually at all eight middle schools in the city. Programs are centered on the core components of academics, enrichment, athletics, and service learning. In 2012, ASAS received state and federal funding to transform its sites into 21st Century Community Learning Centers. These sites employ teachers after school and throughout the summer to extend learning and help struggling students catch up. Since then, ASAS has increased student academic achievement and school attendance while dramatically reducing student behavioral problems and juvenile crime at the middle school sites in which it operates. Over the past two years, Orlando ASAS received the highest score of all 179 Florida 21st Century programs.
- **Youth employment.** Orlando officials understand that youth employment helps prevent juvenile crime. The City serves as a significant employer of youth, with an estimated 500 employed by the Families, Parks, and Recreation Department throughout the summer.
- **School programs.** The City of Orlando understands that the prevention of juvenile crime begins when children are successful in school, when they are supervised and engaged in enriching experiences during out-of-school hours, and when their basic needs are met. Decades of research show that after-school programs are a powerful antidote to youth crime. In 2014, in addition to the PKZ and Orlando ASAS programs, 7,300 children participated in the city's after-school, summer camp, and youth athletics programs at 16 city recreation centers. Since 2012, the city has partnered with the school district, with the district deploying teachers to city centers throughout the summer to prevent summer learning loss. In 2014, the partnership produced an "Alternative to Suspension Center" at a city recreation center, designed to keep youth supervised, cared for, and learning despite

school suspension. In 2013, the city's longstanding Federal Summer Feeding program was expanded with the implementation of the Federal After School Feeding Program. Currently, all children in these programs are served lunches every day in the summer and dinner every day during the school year at 25 locations. Since the fall of 2013, more than 650,000 meals have been served.

- **O-PASS/AmeriCorps.** In 2014, Orlando was awarded a three-year AmeriCorps grant by the Corporation for National and Community Service to deploy 32 AmeriCorps members to expand academic and social support for more than 850 at-risk youth in targeted high-poverty neighborhoods. In 2015, Orlando was one of 10 sites in the nation to be awarded an Operation AmeriCorps grant through which 70 AmeriCorps members will be recruited and deployed to five Orlando high schools as part of a two-year commitment to improve graduation rates and ensure every graduating senior is connected with postsecondary education, employment, military service, or national service.

- **My Brother's Keeper Orlando.** Since 2012, 54 percent of all juvenile arrests in Orlando were of Black boys. In November 2014, guided by President Obama's Community Challenge, Mayor Dyer announced the launch of My Brother's Keeper Orlando, part of the White House's national effort to confront the multitude of challenges that place Black boys and young men at educational, economic, and social disadvantage, resulting in their being disproportionately represented in the juvenile justice system.

- **Police department youth programs.** In Orlando, police officers' service to the community goes well beyond the duties they perform in uniform. Officers play critical roles in the city's efforts to prevent and reduce juvenile crime, engaging youth in positive activities, serving as mentors, and providing safe environments for learning and growth. Examples include Ballin' After Dark, a midnight basketball program held twice monthly at the City's Downtown Recreation Center; Operation Positive Direction, a youth mentoring program established in 2008 in which 35 Orlando police officers currently provide mentoring, tutoring, community service projects, goal setting, and incentives for success to children 12 to 18 years of age who face a variety of challenges; and Dueling Dragons, established in 2011 and the only program of its kind in the country, which uses the sport of dragon boating to form long-term mentoring relationships between Orlando Police Department officers and low-income, at-risk youth residing in some of the city's toughest neighborhoods.

The City's efforts have contributed to improved academic performance among its youth and to the past decade's notable 47 percent decline in juvenile crime. Other measures of impact are found in specific programs that have been launched:

- In the Parramore Heritage Community there has been a 74 percent decline in juvenile arrests and a 50 percent decline in verified reports of family violence since the launch of the PKZ in 2006.

- Over the past four years, there have been no arrests of Orlando ASAS youth and a 39 percent decline in juvenile arrests at Orlando ASAS middle schools.
- At schools participating in the City's O-PASS program there has been a 77 percent decline in youth suspensions and expulsions.

Orlando officials attribute the success of their efforts to the use of evidence-based approaches and data-driven decision making and accountability, the formation of broad and diverse partnerships across all sectors, and success at leveraging grant and donor funds to complement the city's investment in this work. Currently, the City of Orlando has a $9.3 million annual budget to fund its youth programs; $6.6 million of this comes from the city's general revenue, and $2.7 million comes from grants and fundraising. Major funders include the State of Florida, Corporation for National and Community Service, and Heart of Florida United Way. Funding also comes from corporate donations, program partners, and fundraisers.

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22 Pembroke Pines, Florida—Mayor Frank Ortis

The City of Pembroke Pines and the Pembroke Pines Police Department use education, community partnerships, and community-based programs to combat youth violence in the city. The police department's community-based programs and crime prevention activities are designed to provide an integrated, coordinated response to the information and prevention needs of the community, with a specific focus on the youth population. Mayor Frank Ortis, the city commission, the city manager, and the police department have worked to build the foundation of positive community relationships and ideologies they know is needed for sustainable successes.

Civil Citation Program

Both the police department and the Broward County Sheriff's Office participate in the Civil Citation Program for Juveniles, an initiative in which first-time juvenile misdemeanor offenders may be diverted into community programs in lieu of arrest. Through this program, which also involves the county Human Services Department, a youthful offender suspected of a first-time misdemeanor offense such as graffiti, shoplifting, or trespassing may agree to perform community service and participate in intervention services if required. Both the offender and parent(s) or guardian(s) must commit to the program. A youth can be required to perform up to 50 hours of community service and must participate in intervention services based on an assessment of needs; this may include family counseling, drug screening, substance abuse treatment, or mental health treatment. Additional sanctions or services that can be considered include a letter of apology to the victim(s), restitution, school progress monitoring, or prevocational skill services. State legislation establishing the Civil Citation Program was signed into law in 2011.

School Resource Officer (SRO) program

A joint venture of the Broward County School Board and the city's police department, the SRO program aims at preventing juvenile delinquency by promoting positive relations between students and law enforcement in the city's 28 public schools. The officers assigned to elementary, middle, and high schools are responsible for law enforcement, education, counseling, and mentoring. The SRO coordinator

conducts an annual review, including a thorough evaluation of the programs' quantitative and qualitative elements, and makes recommendations regarding each program—whether it should continue to function as is, be modified for greater efficiency, or be discontinued—to the assistant police chief.

Gang Resistance Education and Training (G.R.E.A.T.)

SROs also deliver this national classroom curriculum designed to discourage delinquency, youth violence, and gang membership in the years immediately prior to the prime ages for introduction into gangs and delinquent behavior. For middle school students in grades 6 and 7, SROs provide a 12-week program; a six-week program is provided to students in grade 4. SROs also deliver Gang Resistance and Drug Education (GRADE), an 11-week curriculum targeting students in grade 5; K–4 students are given introductory information on drug abuse.

Police Explorers

Pembroke Pines has also established a Police Explorers Post to offer youth in the community who exhibit an interest in law enforcement an opportunity to better understand the inner workings of the city's police department and of law enforcement as a whole. Eligible to participate as Explorers are young adults 14–21 years of age who have completed grade 8 and maintain a 2.0 (or C) grade point average. Explorers, who must be of good moral character and without prior convictions of any crime, are provided law enforcement-related training and are called upon to assist the department in a wide variety of community activities.

Community Emergency Response Team (CERT)

CERT certification offers the city's youth another option for positive involvement in their community. Several times each year, police department and fire department rescue units work together to offer both adult and teen certification classes. The teen CERT program consists of a 20-hour course for youth 14–17 years of age, developing skills in disaster preparedness, first aid, search and rescue, fire suppression, disaster psychology, and terrorism response. Classes are held at the police department headquarters and in the fire training facility; the training culminates in a full-scale exercise using all of the skills developed.

Pines Night Out

An annual event in October built on the National Night Out model to promote crime prevention and police-community partnerships, Pines Night Out offers both youth and adults another opportunity to engage with law enforcement in Pembroke Pines in a positive way. Those who participate spend time with officers, get hands-on experience with equipment, and are encouraged to become involved in Neighborhood Crime Watch and police department crime prevention programs.

Child safety programs

Several safety programs enable Police Community Affairs Officers to reach out to the city's youngest children, establishing positive relationships that officials hope will endure as the children mature:

- Through the Safety Town program, offered one day a week in conjunction with Children's Hospital, officers teach elementary school children principles of bike safety, water safety, stranger danger, and gun safety in a special small-scale village setting.

- Officers conduct bicycle safety seminars for elementary and middle school students, covering topics such as safety equipment and laws governing bike riding.
- Puppet shows for preschool and elementary school students focus on themes of stranger danger, child safety, and fire safety.
- On designated Child Safety Days, officers work with local businesses and other community programs to promote child safety.

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23 Revere, Massachusetts—Mayor Daniel Rizzo

In Revere, the city and police department collaborate with local nonprofit organizations on grant-funded programs that contribute to the prevention of youth violence. The mayor's office promotes community awareness of these efforts.

The Shannon Community Safety Initiative (CSI) is a Massachusetts grant program administered by the Executive Office of Public Safety and Security that supports regional and multidisciplinary approaches to combatting gang violence. Revere uses Shannon CSI funding for its Police Athletic/Activities League (PAL) program, which runs a youth basketball league and a Safe Summer Tip Off tournament in the summer. Revere's PAL program is coordinated with and provides some funding to Community Action Programs Inter-City, a private, nonprofit corporation focused on identifying and eradicating root causes of poverty in Chelsea, Revere, and Winthrop and which provides programs and services to more than 5,000 low-income residents annually. Shannon CSI also provides the police department with extra funding ($25,000 last year) for law enforcement in crime hot spots and for directed patrols during the summer when youth involvement in crime increases.

ROCA, Inc., an organization focused on transforming the lives of the most high-risk young people in the Greater Boston area, provides $15,000 annually for trainings and interventions through which police officers are given the tools to identify youth at risk and prevent crimes from occurring. Through an additional ongoing $60,000 annual contract with ROCA, at-risk youth from the community are brought in to help maintain city buildings—often their first employment experience outside of rehabilitation programs.

The police department also partners with the city's school system in providing three school resource officers (SRO) who contribute to school safety and security, promote positive police-student relationships, and increase student knowledge of policing issues.

Revere, Massachusetts—Mayor Daniel Rizzo

Since 2013, the mayor's office has played a leading role in reinvigorating National Night Out, the national initiative that on one night each year promotes involvement in crime prevention activities, police-community partnerships, and neighborhood camaraderie in cities across the nation. The event in Revere is viewed as an opportunity for police officers to engage children and youth in positive activities that promote trust and discourage behaviors leading to crime and violence. Activities in 2014 were provided at two school sites on opposite sides of the city, making it convenient for larger numbers of residents to participate.

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24 Roanoke, Virginia—Mayor David Bowers

Officials in Roanoke are focused on the strong correlation between lack of reading proficiency and juvenile crime and cite national data that show functional illiteracy in 85 percent of juveniles interacting with the juvenile court system. In 2012, the city launched "Star City Reads," a concerted campaign to ensure that all children in the city are reading at or above third-grade level by third grade. Led by the Roanoke Public Libraries, the effort was implemented in partnership with numerous public and private agencies and organizations: the Roanoke City Public Schools, Roanoke Public Library Foundation, Head Start, United Way, Roanoke Children's Theatre, and many others. Libraries offer story times at various locations to children as young as infants, and library and church volunteers read to groups of children at locations across the city. Winter reading programs are held at various library locations, and the main branch hosts a creative writing program for elementary age students. In the summer, when children are less likely to read, the libraries partner with a summer enrichment program operated by the school system. There are developmental screenings and literacy screenings and numerous other services. Roanoke police officers participate in volunteer reading groups, visit children in Head Start centers, and help children served by Big Brothers/Big Sisters and the West End Center with their homework. The collaborative work done by all the agencies involved aims to improve kindergarten readiness, summer learning, school attendance, and health, and all of it is focused on children with limited family resources.

Measurable success has been seen in the primary mission of Star City Reads: Third-grade reading scores have increased. The number of students passing the fall Phonological Awareness Literacy Screening increased about 9 percent between the 2010–11 and 2013–14 school years. Officials report that they are already seeing improvement in youth literacy in the city and in graduation rates, up from about 68 percent in 2011 to 83 percent in 2014. It is anticipated that the literacy campaign will continue to contribute to the downward trend in juvenile crime and violence that the city has begun to experience.

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25 San Francisco, California—Mayor Edwin M. Lee

Across the country, gun violence is the cause of death and injury that affects people of color most disproportionately. Homicide by gun violence remains the most serious public health concern in the state of California among youth and young adults ages 10 to 24. In 2012, San Francisco experienced a total of 69 homicides; 28 of these (41 percent) had victims between the ages of 18 and 28, mostly African-American and Latino young men that resided in the Bayview and Mission Districts.

In 2011, the San Francisco Police Department completed a comprehensive performance evaluation of its violent crime trends and tactical operations efficiencies. The department's data showed that crime and service calls were primarily concentrated in five "hot spot" neighborhoods totaling only 2.1 percent of San Francisco's 49 square miles. As in many urban areas, San Francisco's low-income African-American and Latino residents are disproportionately concentrated in isolated neighborhoods that are heavily impacted by violent crime. Disproportionate mortality rates led the city to examine violence trends using a public health framework and prioritize solutions to the violence epidemic.

In 2012, Mayor Edwin M. Lee announced Interrupt, Predict, and Organize (IPO) for a Safer San Francisco, a public safety initiative in response to a critical increase of homicides in particular communities. The goals were to reduce street violence and family violence affecting all residents. The IPO initiative uses evidenced-based practices and data-driven strategies and incorporates feedback from numerous city agencies, community agencies, and communities affected by violence. The concept involves (1) interrupting gun violence by increasing enforcement strategies in identified hot spots, or areas most affected by homicides; (2) predicting where crimes are likely to occur using innovative public safety data systems and software; and (3) organizing city services, community-based services, and faith-based organizations to intervene and prevent violence.

While the "interrupt" and "predict" goals of the initiative are closely identified with the work of law enforcement entities, the "organize" goal aligns social services, implements creative violence intervention programs, and has the larger task of merging the work of law enforcement and social services. Prime examples of the IPO initiative are found in the street violence response team (SVRT) and the IPO employment program.

San Francisco, California— Mayor Edwin M. Lee

The Mayor's Office of Violence Prevention Services established the SVRT to develop a comprehensive and coordinated response to incidents of street violence. Through a structured activation plan, diverse stakeholders, including the Department of Children, Youth, and their Families; Juvenile Probation Department; Adult Probation Department; Housing Authority; Office of the District Attorney; San Francisco Police Department; San Francisco Unified School District; and multiple community-based and faith-based organizations unite to develop intervention and service plans for each incident of street violence. The SVRT provides a forum to organize an action plan that includes full wraparound services and immediate intervention strategies to quell violence. SVRT members meet weekly and exchange invaluable knowledge of neighborhoods, schools, victims, and perpetrators. This forum supports informed violence prevention, intervention, and reentry strategies. Nearly 550 victims of violence have received an array of services from the City and County of San Francisco.

The IPO employment program is administered by similar partners and serves as a critical strategy in targeting high-risk 18- to 25-year-olds residing in neighborhoods mostly affected by gun violence. It is a 12-month, full-time, paid city internship in which participants attend four to six weeks of job readiness training and are given educational, behavioral health, and social support services opportunities. It is intended to improve participant employability, reduce recidivism, and support the reduction of gun-related homicides in high-crime neighborhoods. Of those completing the program, 77 percent obtained long-term employment and 85 percent of the first two cohorts desisted from street violence.

Officials credit IPO strategies and programs with contributing to impressive public safety outcomes in San Francisco. Over two years of IPO operations, homicides were reduced by 36 percent citywide. Two of the hot spot neighborhoods identified by the police department experienced a significant reduction in homicides between 2012 and 2014: Ingleside experienced a 78 percent decline, and the Bayview district saw a 32 percent decline.

The impact of the IPO collaboration is also reflected in the high rates of successful probation completion, a substantially reduced jail population, and crime rates that remain among the lowest in decades. In 2014, juvenile detention rates reached record lows, with an average census of 70 juveniles. From 2009 to 2013, the Adult Probation Department reduced the annual number of probationers revoked to state prison by 83 percent, and the number of probationers' caseloads dropped by close to 45 percent. Another point of pride for the city is that over the past 10 years, there have been no domestic violence homicides.

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26 Santa Barbara, California—Mayor Helene Schneider

In response to the tragic gang-related death of a 15-year-old in March 2007, as well as a general increase in youth homicides related to gang violence, the City of Santa Barbara brought regional community leaders together to discuss youth violence on the South Coast. Among outcomes and findings of this year-long series of community meetings and discussions on youth gang issues are the following:

- Although there were many good programs in the community serving youth and youth at risk, there were very few programs specifically targeted to youth already involved or likely to become involved with gang activity.
- The programs that did exist were not well known among other service providers. Also, there were challenges in developing collaborations because of administrative red tape and people working in "silos." Because removing these two barriers would maximize use of existing resources, their removal needed to become the priority.
- In Santa Barbara, periods of increased youth violence have been cyclical. When the community responds to an increase in incidents with programs and funding and the number of incidents decreases, funding is then redirected to other priorities. Having ongoing resources and programs to help youth make better life choices reduces the likelihood of future spikes in youth violence. The group agreed that any effort should prioritize sustainable funding and the institutionalization of the community response.

Community leaders agreed to participate in a process leading to a cohesive response to address these challenges and improve outcomes for youth involved or most at risk of being involved in gangs, and the City of Santa Barbara agreed to facilitate this effort.

The South Coast Task Force on Youth Gangs (SCTFYG) was formed in 2009, grounded in the belief that youth gang violence is a community problem that requires a collaborative community response. Funded by the Cities of Santa Barbara, Goleta, and Carpinteria and the County of Santa Barbara, the SCTFYG was designed to (1) focus on youth involved or at high risk of becoming involved with youth gangs (the target population); (2) advocate for comprehensive, evidence-based programs that include suppression, intervention, and prevention; (3) advocate for better coordination, collaboration, and partnerships to maximize existing resources and enhance services; and (4) secure reliable funding to support programs with proven program effectiveness or new, promising programs that satisfy unmet needs.

The task force includes four key components:

1. The leadership council comprises 42 appointed members who meet quarterly to receive status reports, identify priorities, and make decisions. The council includes (1) elected officials and CEOs or city managers for the three cities and the county involved; (2) school board members, superintendents, and administrative staff representing Santa Barbara and Carpinteria school districts, the Santa Barbara County Education Office, the University of California at Santa Barbara (UCSB), and Santa Barbara City College; (3) the Santa Barbara police chief, Santa Barbara County sheriff, district attorney, Santa Barbara County probation chief, and the presiding juvenile judge of the Superior Court; and (4) representatives from local nonprofits, foundations, the faith community, parents, and youth.
2. The strategy team, or steering committee, meets monthly to discuss agency and task force activities, priorities and needs; promotes collaborative efforts and develops memoranda of understanding (MOU); and overcomes barriers to interagency collaborations. It includes representatives from law enforcement, school districts, probation, lead partner agencies (city organizations, nonprofits), and the UCSB evaluation team.
3. The service providers group promotes programs, coordination of services, collaborations, and networking among agencies providing services for the target population. It is composed of 15 community agencies that meet monthly to share information and promote collaborations. The group coordinates an annual summit for service providers working with the target population and youth at risk, drawing 100 to 200 people per event.
4. The task force coordinator administers and leads the collaborative work of the SCTFYG. The only paid position associated with the task force, the coordinator is housed within the nonprofit Community Action Commission organization.

When the task force was formed in 2009, there were 306 juveniles on probation with gang terms and conditions. That number declined to 203 in 2012, to 170 in 2013, and to 117 in 2014—overall, a reduction of 62 percent. The task force sees this as the product of a strong coalition of government, education, nonprofit, and community organizations and of a focus on case management services, individualized client-specific services, evidence-based practices, restorative justice practices, cross-agency data sharing, reentry services, and parent support.

Regional agencies secured more than $2.5 million in multi-year grant funding from the California Gang Reduction, Intervention, and Prevention (CalGRIP) program through the State of California Board of State and Community Corrections. This funding supports case management and individualized specific services such as youth employment, drug and alcohol counseling, and mental health counseling and evaluation. More than 450 youth referred by probation, law enforcement, schools, and the community have been served through the Santa

Barbara CalGRIP grants. Through the Carpinteria CalGRIP grants, 2,689 students in grades 1 through 12 and their parents have participated in a variety of in-school services provided to prevent gang involvement.

MOUs were developed to allow secure data sharing among law enforcement, school districts, and probation, enabling more comprehensive and individualized delivery of services to the youth and their families.

With female-specific services limited or nonexistent, programs and funding were secured in response to an increasing number of young women active in gang activities. In 2014, 78 young women participated in programs.

Youth job training and employment opportunities were expanded through collaborations of the City of Santa Barbara, the Community Action Commission, and the Santa Barbara County Workforce Investment Board. This year, more than 60 youth will participate in the program.

Surveys of incarcerated youth and youth in schools were conducted to determine unmet needs, service priorities, and interests. Reports were distributed to the leadership council and service providers.

When the task force was created, the greatest challenges were a lack of services directed to youth involved in or most at risk of becoming involved with a gang, poor coordination between agencies, and lack of sustainable funding for services and programs deemed effective in combatting youth violence. After six years, the task force is relieved that the number of youth on probation with gang terms and conditions has been significantly reduced but recognizes that more remains to be done and that there is a need to continually keep stakeholders focused on the communal vision for the task force. Now the greatest challenge is to retain the funding for the task force and for the programs and services most effective at changing outcomes for youth most at risk of becoming involved with gang activity. Task force leaders say this funding challenge extends to the four local governments involved, the schools and nonprofit agencies, and the foundation community.

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27 Seattle, Washington—Mayor Ed Murray

The Seattle Youth Violence Prevention Initiative was created in 2008 after five youths under the age of 18 were killed by gun violence. The deaths were a tipping point for needed change in three specific communities in Seattle. In response, the city issued a broad-based call to action that resulted in community-based organizations, city departments, the school district, and the Seattle Police Department working together to produce a comprehensive collaborative governance model to which each agency involved contributed evidence-based practices.

Those involved in the initiative were concerned about school to prison pipeline problems: students, particularly those of color, being forced out of schools and into environments likely to draw them into criminal activity. They were concerned about putting police officers in the schools. The local community-based agencies wanted something different from the school resource officer (SRO) program that many police agencies use—a unique approach used previously in a successful community-driven city partnership called the South Park Action Agenda.

The police department's response to these concerns was the Youth Violence Prevention unit. With the goal of reducing truancy and suspensions, the members of the unit, known as school emphasis officers, focused on building trust in communities of color, school-based restorative justice practices, and connections to community-based networks. The officers were assigned to specific schools that had high truancy and suspension rates or were located in a community known for abnormally high levels of youth violence. Rather than employ law enforcement techniques, officers began to work closely with school staff on prevention and intervention services. This included conducting mediations and home visits to address the most serious violence offense suspensions and chronic truancy offenders. The officers, who started working with families as soon as issues were noted, were trained to leverage community and city resources to address crisis situations. Using crisis intervention techniques, officers made referrals for youth most in need of services and worked on a collaborative multidisciplinary team to ensure the youth involved were receiving the right services.

The result of this effort is that truancy and suspensions have been reduced in schools to which school emphasis officers have been assigned (compared to schools with no officers), and this reduction has been occurring during a period in which the student population has increased citywide. A review of the schools to which officers were assigned has found no internal investigation complaints since the inception of the unit. A large number of the youth targeted by this effort have been diverted to social services. There have been no arrests.

Officials say the success of this unit flows from the strong collaborative relationship that has been built between the school district and the community-based agencies that are part of the Seattle Youth Violence Prevention Initiative. School emphasis officers have contributed to 913 mediations, 502 program referrals, 134 mental health case working referrals, and 429 home visits. And beyond the evidence of the officers' commitment to their assigned tasks is the fact that all of them are also involved in coaching programs, mentorship groups, teaching, and a variety of other school-related activities.

In 2014, the Youth Violence Prevention unit began a process evaluation of its efforts through George Mason University. This evaluation found that the initiative does not contribute to the school to prison pipeline problems of concern in Seattle, nor does it produce any other potentially harmful consequences that could lead to an increase in crime. In 2008, there were concerns in the community about police officers being assigned to schools. Now, officials say, communities and schools don't know what they would do without them.

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28 Tacoma, Washington—Mayor Marilyn Strickland

In 2011, in an effort to address gang-related youth violence, Tacoma completed and published a gang assessment. The Gang Reduction Project, a plan approved by a community-wide steering committee, was launched in 2013. Both the assessment and the project follow the Office of Juvenile Justice and Delinquency Prevention's national youth violence prevention model and reflect the unique needs of the city's residents. State and local funding supports the basics of the project: a program coordinator and street outreach provided through a local nonprofit partner, the Northwest Leadership Foundation.

Now in its second year of operation, the Gang Reduction Project is showing results: Between the baseline assessment (which includes 2009 through mid-2011) and the follow-up assessment (covering mid-2011 through 2013), crime data reflect a 41.3 percent reduction in gang members. The data also show a 61.5 percent reduction in gang-related crime incidents. On the negative side, data from the Healthy Youth Survey administered by the Tacoma School District show that there has been an uptick in grade 8 students reporting gang membership, with approximately 9 percent of the students admitting gang membership. This puts Tacoma 1–2 percent higher than the state average. This uptick is a reflection of the 2011 Gang Assessment's key finding: Middle school is a critical time for youth in Tacoma, a time when they are exposed to elevated levels of risk and are likely making decisions about joining a gang.

The City's work in this area is driven by three other key findings of the assessment:

1. Five neighborhoods—New Tacoma/Hilltop, Central, South Tacoma, South End, and Eastside—are disproportionately affected by gangs, gang crime, and related risk factors.
2. Gaps in information about gangs have affected Tacoma's ability to understand and significantly affect the local gang problem.
3. Involvement in gangs facilitates access to weapons and drugs, leading to high levels of gang member involvement in weapons offenses, drive-by shootings, aggravated assaults, and drug offenses.

Tacoma's program to address these findings is made up of six components:

1. Gang awareness workshops for human service providers, neighborhood groups, school staff, and others designed to increase prevention and intervention
2. A gun safety campaign
3. Law enforcement, including the Community Policing Division and a dedicated gang unit
4. Graffiti Hot Zones, an effort to remove graffiti along major arterials and corridors, in the downtown business district and in key neighborhoods of rival gangs
5. Neighborhood capacity building, designed to mobilize the community in gang-impacted hot spots
6. Co-Opp, a multidisciplinary intervention team that works one-on-one with gang-involved youth.

The average age of referrals to the Co-Opp team is 15.2 years. Research shows that team-based intervention depends on recognition that each gang member is a unique individual who joined the gang for unique reasons and who needs an individualized plan.

Other components of Tacoma's youth violence reduction effort include the following:

- **Domestic violence initiative.** Domestic violence in the home has a deep and lasting effect on children, regardless of whether they are the direct victims of that violence. The City of Tacoma has launched an initiative titled COURAGE to End Domestic Violence, connecting the city with community organizations working to build momentum to confront the issue of domestic violence. The three main objectives are to create community safety, grow a culture of healthy relationships, and help drive recognition of the effects of domestic violence on all community members—men, women, and children. The initiative includes an awareness campaign focused on men, Men Against Domestic Violence. The Men Against Domestic Violence program recognizes the important role men play in reducing violence and creating safe environments for children. The program emphasizes how men can challenge other men to build healthy relationships, be good fathers, and speak up when they see or hear about unhealthy behaviors. A public awareness video featuring men in leadership positions in the city has been produced for use in conjunction with this effort.
- **School resource officer (SRO) program.** Since 2009, the Tacoma Police Department has assigned one SRO to each of the five public high schools to ensure student safety and address related issues that may arise. Officers are also sent to middle schools, elementary schools, and private schools on an as-needed basis. In addition to forming positive relationships between students and law enforcement, the program helps school administrators gather intelligence to prevent crime and address student and school safety issues before they develop into problems. The police department also provides 12 community liaison officers (CLO) to work within the four police sectors of the city. These officers engage the community both inside and outside the schools. Within schools, the CLOs may, for example, serve as speakers, participate in bike rodeos, or staff booths at career fairs.

- **Whole Child Initiative.** The Tacoma Public Schools and the University of Washington Tacoma, in partnership with the City of Tacoma, have created a 10-year partnership titled the Tacoma Whole Child Initiative (TWCI) based on the concept that students must have all of their needs met—not just academic needs but emotional and social needs as well. TWCI uses a positive behavior intervention support strategy, which aims to change the school culture by building on a set of shared experiences to create positive relationships between students and adults. Teachers and staff interact with students and lead by example to form bonds based on shared expectations. The university brings technical and professional support to the schools, provides training, and tracks data, all in an effort to help educators respond appropriately and nip behavioral problems in the bud. Since the inception of the program, the school district has seen a drop in discipline referrals and an increase in attendance, completed homework, and test scores.

- **Gun Safe T Education Campaign.** In the 2011 Tacoma Gang Assessment, a majority (59 percent) of gang-involved youth stated that it would be "very easy" or "somewhat easy" for them to acquire a handgun. The city launched its Gun Safe T Education Campaign in June 2014 to educate Tacoma's youth and to the wider community on the safe use, storage, and surrender of firearms. The safe surrender program encourages owners to give unwanted or unused firearms to the city. When it has been determined that these firearms have not been used in the commission of a crime and are not stolen, they are destroyed.

- **Partnership with Boys & Girls Clubs.** The city's overall effort to combat youth violence includes funding for Boys & Girls Clubs HOPE Centers, which offer conference rooms, gymnasiums, technology centers, kitchens, game rooms, teen centers, arts centers, and other resources to meet the diverse needs of youth and engage them in productive activities. HOPE Centers support the entire community by helping nonprofit organizations to sustain their operations so that they will be able to provide quality services well into the future.

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29 Tallahassee, Florida—Mayor Andrew Gillum

The Community Leadership Council on Gun Violence was established as a response to a growing awareness of gun violence throughout the city of Tallahassee. While violent crime overall decreased significantly in the city over the past several years, the rate of violent crime involving a firearm remained high and well above the state average. To respond to the problem, leadership needed to be drawn from all parts of the community, and a broad list of members was developed. Each of the members committed a significant amount of time to the council and established appropriate subcommittees, set broad objectives, and successfully reached out to community resources, ensuring that the council's work would be as open and collaborative as possible.

The council's work is accomplished primarily through its subcommittees: Assessment and Strategic Planning, Education and Youth, Neighborhood and Faith-Based Organizations, Criminal Justice and Reentry, and Communications.

The council devoted significant time to analyzing crime data to determine the most appropriate direction for plan development. Using data provided by the Tallahassee Police Department Crime Analysis Unit, the council reviewed violent crime incidents in which a firearm was used for the period 2011–2013, tabulating the race and sex of suspects and victims to identify both suspect and victim demographics and specific neighborhoods in which to focus prevention and intervention programs. The results of the review showed that Black males ages 18–29 make up the majority of both offenders and victims—a reflection of what is occurring throughout Florida and the nation.

The Assessment and Strategic Planning subcommittee also examined the incidents in terms of gang involvement and domestic relationships, finding that 10 percent of suspects in these crimes and 7 percent of victims were involved in street gangs. They also found that, during the same time period, only one robbery and 35 aggravated assaults involved a domestic relationship (a rate of 4.5 percent overall). Uniform Crime Report data covering the 2011–13 period showed the same.

Through extensive deliberations during monthly meetings, council members identified specific neighborhoods where prevention programs and intervention services would be likely to result in reduced gun violence. Analysis of crime data, suspect and victim demographics, and neighborhood demographics found that nine geographic areas (clusters) in Tallahassee experience high levels of gun violence. Approximately 20,000 residents live in these nine areas, and these residents, including children, are routinely exposed to violent crimes. Much of the violence is occurring in the three target neighborhoods that the council has chosen to focus on: South City, Frenchtown, and Griffin Heights.

During the last decade, the city, county, and private sector have made significant investments in the infrastructure, beautification, and economic development of Tallahassee. Officials recognize that it is now essential to invest in public health and public safety with an emphasis on deterring gun violence. Several initiatives that have been successful in other communities struggling with gun violence have been evaluated, and Police Chief Michael DeLeo has proposed implementing the National Network for Safe Communities' Custom Notifications, a strategy in which practitioners communicate directly with targeted group or gang members to provide individualized information about their legal risks and offer opportunities for help. DeLeo is also recommending Cure Violence, an approach to reducing shootings and homicides that has been implemented in several major cities since its creation in 2000.

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30 York, Pennsylvania—Mayor Kim Bracey

A **Youth Outreach Program** started in 2010 by the York Police Department has become a central destination in the city for children four to 13 years of age, providing a variety of activities that involve positive interaction with police officers. Conducted once each month at a public library—after school during the school year, in daytime during the summer—the program offers sports, video games, free play, and conversations with officers on topics such as self-esteem, bullying, drug and alcohol use, peer interaction, and education. A free meal is also provided to the 35 to 100 children who participate each month.

York officials believe that many of those who have been returning to the program through its years of operation might otherwise have become involved in gangs, crime, and violence. They believe the program has made it possible for young people to avoid these outcomes and develop long-term relationships with police officers built on trust and respect—relationships that also have helped the officers involved better understand the environment in which the children live, and so become more effective role models for the children who need them.

During the same time period, a neighborhood policing initiative was begun, placing police officers permanently within six of the city's neighborhoods. These neighborhood policing division officers have been tasked with problem solving within these neighborhoods, dealing with issues ranging from abandoned vehicles to homicides. Mainly assigned to foot and bicycle patrol, the officers are permanent fixtures in their areas, getting to know the members of the community and building lasting relationships. The officers attend regular community meetings in which they address issues directly with residents. The positive impact of events such as block parties and cookouts in which the officers take an active role in preparing and serving food has been noted by officers and residents alike. This kind of interaction has broken down barriers, allowed for less formal contact, and produced substantial drops in crime and gang violence within the geographical areas targeted.

Two school resource officers (SROs) supplied to the York City School District are given the same problem-solving assignment as the neighborhood officers. The placement of the SRO program in the neighborhood policing division reflects the view that the school district is another neighborhood within the larger York community, a neighborhood with its own unique needs that have to be met.

York, Pennsylvania—Mayor Kim Bracey

An annual Youth Police Academy, providing an opportunity for young people to learn about their police department and its officers, is held in cooperation with a local charter school attended by many of the city's at-risk youth. A highlight of the academy is a question and answer session in which the young participants are given an opportunity to direct pointed questions to several young patrol officers. It is reported that, while the officers may be uneasy at times when answering some of the questions, the exercise always leaves the youth with a better understanding of why police officers act the way they do in certain circumstances, and it leaves the officers with a better understanding of what the community's young people are thinking.

York officials say an annual summer bowling program in which police officers team up with school-age children from across the city for bowling and a meal has been successful for decades. A weekly event for two months every summer, the program offers another opportunity for police officers to establish positive bonds with York's young people.

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About the United States Conference of Mayors

Founded in 1932, **The United States Conference of Mayors** is the official nonpartisan organization of cities with populations of 30,000 or more. There are 1,407 such cities in the country today. Each city is represented in the conference by its chief elected official, the mayor.

The primary roles of The U.S. Conference of Mayors are to

- promote the development of effective national urban/suburban policy;
- strengthen federal-city relationships;
- ensure that federal policy meets urban needs;
- provide mayors with leadership and management tools;
- create a forum in which mayors can share ideas and information.

The conference holds its Winter Meeting each January in Washington, D.C. and an annual meeting each June in a different U.S. city. Additional meetings and events are held as directed by the conference leadership.

Mayors contribute to the development of national urban policy by serving on one or more of the conference's standing committees. Conference policies and programs are developed and guided by an executive committee and advisory board, as well as the standing committees and task forces that are formed to meet changing needs.

During the conference's annual meeting in June, standing committees recommend policy positions they believe should be adopted by the organization. At this time, every member attending the annual meeting is given the opportunity to discuss and then vote on each policy resolution. The policy positions adopted at the annual meeting collectively represent the views of the nation's mayors and are distributed to the President of the United States and Congress.

In addition to the ongoing work of the conference's standing committees, mayors are organized into task forces to examine and act on issues that demand special attention, such as civic innovation, exports, hunger and homelessness, brownfields, and policing.

About the COPS Office

The **Office of Community Oriented Policing Services (COPS Office)** is the component of the U.S. Department of Justice responsible for advancing the practice of community policing by the nation's state, local, territorial, and tribal law enforcement agencies through information and grant resources.

Community policing begins with a commitment to building trust and mutual respect between police and communities. It supports public safety by encouraging all stakeholders to work together to address our nation's crime challenges. When police and communities collaborate, they more effectively address underlying issues, change negative behavioral patterns, and allocate resources.

Rather than simply responding to crime, community policing focuses on preventing it through strategic problem solving approaches based on collaboration. The COPS Office awards grants to hire community police and support the development and testing of innovative policing strategies. COPS Office funding also provides training and technical assistance to community members and local government leaders, as well as all levels of law enforcement.

Another source of COPS Office assistance is the Collaborative Reform Initiative for Technical Assistance (CRI-TA). Developed to advance community policing and ensure constitutional practices, CRI-TA is an independent, objective process for organizational transformation. It provides recommendations based on expert analysis of policies, practices, training, tactics, and accountability methods related to issues of concern.

- Since 1994, the COPS Office has invested more than $14 billion to add community policing officers to the nation's streets, enhance crime fighting technology, support crime prevention initiatives, and provide training and technical assistance to help advance community policing.
- To date, the COPS Office has funded the hiring of approximately 127,000 additional officers by more than 13,000 of the nation's 18,000 law enforcement agencies in both small and large jurisdictions.
- Nearly 700,000 law enforcement personnel, community members, and government leaders have been trained through COPS Office-funded training organizations.
- To date, the COPS Office has distributed more than eight million topic-specific publications, training curricula, white papers, and resource CDs.

The COPS Office also sponsors conferences, roundtables, and other forums focused on issues critical to law enforcement.

The COPS Office information resources, covering a wide range of community policing topics—from school and campus safety to gang violence—can be downloaded at www.cops.usdoj.gov. This website is also the grant application portal, providing access to online application forms.

Youth violence is a major challenge for American police chiefs, schools, and municipal leaders, undermining the public safety of cities across the nation and destroying the lives of many of our young people. According to a 2015 Centers for Disease Control and Prevention (CDC) Fact Sheet on Youth Violence, it sent more than 630,000 young people to emergency rooms in 2012 alone. Because of the complex nature of its origins and the special needs of both victims and perpetrators, this problem resists traditional law enforcement solutions.

In an effort to stem the toll youth violence is taking on our communities, the U.S. Conference of Mayors asked the leaders of 30 cities for help in developing a report which can be used as a tool to prevent and respond to these crimes. This report, the result of their efforts, describes the problems they have encountered and the practices and programs they have found most helpful.

U.S. Department of Justice
Office of Community Oriented Policing Services
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To obtain details about COPS Office programs, call the COPS Office Response Center at 800-421-6770.

Visit the COPS Office online at www.cops.usdoj.gov.

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