



Acknowledgements

ABOUT EQUIVOLVE

Equivolve is a Black-owned social research and strategy firm fueled by equity and driven by our belief in the abundant potential that exists around the world. We see equity as the means by which we achieve a just society where the gap between human potential and resources and opportunities no longer exists. The full activation of this potential as the greatest means to attaining a just, inclusive, and vibrant society where people have what they need to be their best selves. Our work - which uses innovative research, evaluation, and strategy approaches to help leaders and organizations drive equitable results - is exclusively in service of closing this gap.

CITIES UNITED ROADMAP ACADEMY



Cities United supports a national network of mayors, young leaders and other key stakeholders who are committed to reducing the epidemic of homicides and shootings among young Black men and boys ages 14 to 24 by 50%. Central to this mission is employing a comprehensive public health approach to ensure public safety for all. As the Cities United team worked closely with each city team, they heard a clear need for increased coaching on how to develop city-specific comprehensive safety plans. In response,

Cities United leaned into its strengths in providing technical assistance and capacity building to city governments, thus leading to the creation of The Roadmap Academy (the Academy).

The Academy is a year-long engagement that kicks off with a week-long planning lab with city teams across the U.S. to engage in a peer-to-peer learning environment centered around the Cities United Roadmap to Safe, Healthy and Hopeful Communities multidisciplinary approach.

Roadmap Academy uses Impact Network as a lever for systems change

THE ROADMAP ACADEMY SEEKS TO INCREASE:

- knowledge, skills, and networks of teams leading local community violence prevention and intervention strategies;
- collaboration between city leads, young leaders and community partners; and
- the number of cities producing and implementing comprehensive community informed and city-endorsed public safety plans.

Guided by these goals, the Roadmap Academy launched its first cohort of 24 cities in 2018 to serve as a catalyst and accelerant for change within participating communities. A new cohort is planned to launch in 2022. For each cohort, invited cities are asked to create a team to include a city lead member, young leader, and community partner. Using a researched-informed framework on how to engage community members from diverse backgrounds, city teams work to develop a comprehensive public safety plan grounded in social justice, equity, youth voice, collaboration, and innovation. Cities United provides step-by-step guidance to build a comprehensive public safety plan, while city teams learn together and from each other, build relationships with counterparts in other cities, and leave with practical tools to implement their plans.

2018 COHORT

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Reducing homicides and shootings among young Black men and boys ages 14 to 24 by 50% requires the transformation of systems that have historically excluded and marginalized Black people. The Roadmap Academy provides city teams an opportunity to deepen this important systems work in a focused setting. Throughout the year-long engagement, city and community leaders engage in a week-long planning lab to complete a city assessment and a two-day strategy session, working together to identify violence reduction

strategies. After the planning lab, they receive implementation, evaluation and capacity building support along with monthly coaching. The approach of the Academy aligns closely with the Networked Improvement Communities framework, an approach that allows people to do systems level work that requires various parts to operate together seamlessly. It is purposefully structured for those leading strategies to work in cooperation and coordination on challenging social problems – such as increasing public safety.

How does a *Networked Improvement Communities (NICs)* work?



First, they rely on members adopting a well-specified common aim.



Second, they're guided by a common working theory of the problem and have a shared view of the system that produces that problem.



Third, NIC members use a common set of improvement methods to test and refine interventions and innovations.



Last, NICs are organized to diffuse innovations in an orderly way and promote ongoing learning about how to adapt interventions to the context.

Taken together, these first three features create a common language for coordinating more effective collective efforts and promote consensus formation on specific research-based professional knowledge.



Specifically, the Roadmap Academy provides a mechanism by which cities can develop and implement six strategies aligned with the Networked Improvement Communities framework to increase safety and reduce the epidemic of homicides and shootings among young Black men and boys:

MEMBERSHIP

The Roadmap Academy brings together cities across the United States, each with formalized local partnerships of cross-sector leaders and with a dedicated backbone or intermediary organization serving as the lead.

ACCOUNTABILITY

Roadmap Academy members report regularly on a common set of outcomes to increase safety with Cities United - a national intermediary - assisting in holding them accountable for progress toward shared goals.

SYSTEMS ORIENTATION

Local partnerships within Roadmap Academy cities focus explicitly on changing operations, policies, and practices within their respective communities and collectively as a network of member cities

METHODOLOGY

Roadmap Academy cities share a common understanding of the root causes of homicides and shootings among young Black men and boys ages 14 to 24; members share common methods for assessing progress that are consistent with Cities United’s Principles of Effective Practice for Place Based Partnerships

CAPACITY BUILDING

Cities United provides a comprehensive strategy to build the competencies of local intermediaries and their partners to increase safety in their communities.

TIMEFRAME

Roadmap Academy cities are committed to long-term progress and create shared, comprehensive, city-wide safety plans reflecting long-term change.

Why We Must Reimagine Public Safety

In 1979, the Surgeon General of the United States, Julius Richmond, issued a special report that identified violence as preventable and if treated would improve the overall health of the country. Since then, the CDC, WHO, government agencies and both public and private universities have applied the tools of epidemiology to track the prevalence of violence, identify risks and protective factors and evaluate what works.

One of the startling facts found, dating back to 1985 to current day, is that young Black males ages 15-24 are disproportionately impacted by fatal and non-fatal shootings. Cities United's Violence Trends, Patterns and Consequences for Black Males in America: A Call to Action" highlighted that the "rates of fatal and nonfatal violent victimization are far higher for young Black males living in neighborhoods of high disadvantage".

Traditional methods of public safety address the crime, the perpetrator and minimally the victims. As a result, police-involved shootings and in-custody deaths continue without long term justice for the victims, family or their communities. According to the Gun Violence Archives (2020), between 2014-2020 there have been approximately 13,935 officer involved incidents where the subject- suspect was injured or killed. The country has continued to mourn the loss and quality of life following officer involved incidents from George Floyd (2020) and Breonna Taylor (2020); to Atatiana Jefferson (2019) and Stephan Clark (2018); to Botham Jean (2018) and Philando Castille (2016); to Alton Sterling (2016) and Michelle Cusseaux (2015); to Freddie Gray (2015) and Aura Rosser (2014); to Eric Garner (2014) and Akai Gurley (2014); to Tamir Rice (2014) and Michael Brown (2014); to Rekia Boyd (2012) and Sean Bell (2006); to Rodney King (1991).



MEMBERSHIP

Police-involved shootings and in-custody injuries are reason enough to reimagine public safety, however it is not the only reason. Homicides continue to be one of the 10 leading causes of violence-related injury deaths in the county and number one leading cause among Black men and women (National Center for Injury Prevention and Control, Centers for Disease Control and Prevention). Research conducted by Giffords Law Center (2020) and the National Commission on COVID-19 and Criminal Justice (2020) both highlighted the following potential links between police- involved shootings and community violence:

Communities lack trust and confidence in law enforcement and thus don't call for help and thus handle problems themselves. Changes in police activity due to economic downturn, fear of getting in trouble and/or unforeseen changes such as COVID-19.

Understanding violence through a public health lens addresses the crime as well as the environment in which the crime took place. This is done by taking into account the risk and protective factors that surround a person, their community and the community in which they live. Reimagining public safety means identifying community-led and/or supported solutions and strategies that stop the bleeding today and investing in the dismantlement of the systems of inequity.

*What the Roadmap Academy did for us is pulled [the Buffalo team] into the same room to have the conversations away from the noise of the city. It also allowed us to **strengthen our partnerships.***

– Buffalo, NY

*“Looking at other cities, having contacts in other cities ...I had **a network that automatically gave me empowerment.** I didn’t have to figure it out on my own. You could look at cities of similar size, smaller size, greater size, same racial dynamics, same economic outcomes, and you could start to emulate what they did. Even more, I could just pick up the phone and call someone and they were going to support you. That is one of the most resourceful things to me because feeling alone and dealing with your problems alone as a city is tough because you don’t know how to manage it. But when you start to be able to look at those best practices and localize them and put a local filter on it, it really comes together.”*

– Baton Rouge, LA



“I was really looking for some kind of training and assistance for how I did the work here on the ground, but what it did for me was show me I wasn’t alone and that I was a part of a much broader network of other like minded individuals just as young as I was in other parts of the country doing the same kind of work. The training and the confidence that there was a way really encouraged me and validated my story. My number one motto I use nowadays is that ‘real change happens when the people that need it lead it.’ Being part of this cohort really affirmed me and encouraged me in that.”

– West Palm Beach, FL

Additionally, the Roadmap Academy helped participants start to strategically engage stakeholders, namely youth, as partners in building out their comprehensive public safety initiatives. As a result, several cities noted increased long-term engagement with youth and improved youth-specific outcomes.

“One of the things we wanted to do was make sure youth voice was at the forefront and Cities United was an organization that was using youth voice in the forefront of fighting violence in the community, so that was kind of what we looked at and shaped it after [...] It became not only youth voice, but the mechanism for community connection.”

-Buffalo, NY

ACCOUNTABILITY

Roadmap Academy members report regularly on a common set of outcomes to increase safety with Cities United - a national intermediary - assisting in holding them accountable for progress toward shared goals.

In addition to the technical support, the cities' commitment to participate in the Roadmap Academy served as a source of accountability, which the Baton Rouge team described as "necessary

accountability to actually put their plan on paper." A signed commitment from local government officials agreeing to participate in the Roadmap Academy in order to tackle violence in their city helped to elevate discussions around the epidemic of violence within cohort cities, and stress the importance of dedicating time and resources to address it.

Importantly, formal commitments made through the partnership with Cities United helped to expand city efforts and create opportunities for others to become involved in their community's violence reduction efforts.

"It made it so that there are more entry points for others in our community to get involved. [...] it's for everybody in our city and in our community. That's why I think the local government connection is key."

- Brooklyn Park, MN

Member cities produced progress updates for Cities United, tracking the completion of Roadmap Academy milestones. The milestones provide cities with concrete steps toward building a comprehensive safety plan.

For example, Houston, TX reported the achievement of several milestones within the first month following the Academy's learning lab:

Milestone 1

Gather & review city based historical data to tell the story of community violence, community assets as well as risk & protective factors

Milestone 2

Engage leaders from multiple sectors: Build Political Will, Develop Leadership Team, Identify Community Needs from Community Representatives

Milestone 3

Collaboratively Identify Common Agenda i.e. Mission, Vision, Goals & Core Activities

Milestone 4

Draft oversight & accountability measures i.e. governance structure(s), evaluation & communication plan

Milestone 5

Identify & secure necessary resources to implement the plan by leveraging partnerships & strategic relationships.

Shared measurement is a critical aspect of promoting accountability across partners and can help to inform changes and improvements in the violence reduction strategy, and can also establish buy-in and momentum, especially when metrics demonstrate progress. Cities United requests data from cities around homicides, violent crimes and other metrics at the beginning of the Academy.

Cohort cities use a variety of metrics and data sources to track and measure the progress of their city’s public safety plans. Though each public safety plan is specific to local context, they rely on a number of similar metrics and indicators to understand and track the impact of their efforts. Each participating city reported metrics related to violent and non-violent crime, social and community context, and the social determinants of health. Below is a list of indicators that cities often track. The indicators

are organized into three areas that are necessary to consider when applying a public health philosophy to violence reduction: crime, social and community context, and social determinants of health.

In addition, cities also account for the locations and geographies where incidents occur, and collect key demographics of the individuals involved, including age, race, and, when available, gender. Though the city teams with whom we spoke reported tracking metrics within these categories, there was limited uniformity in the specific indicators of interest, thus limiting cohort cities’ ability to draw comparisons and leverage insights from other cities similar in size and community context. Later in this section, we provide a set of indicators recommended for all cities to track progress of their violence reduction strategies.

Violent & Non-Violent Crime

- Arrests
- Homicides
- Gun Violence (e.g. shots fired, incidents involving a gun)
- Adult Domestic Violence
- Youth Domestic Violence
- Gang-related Violence
- Noise Ordinances

Social & Community Context

- Transportation
- Youth Outcomes
- Suspension rates
- Mental health
- Graduation rates
- College Access
- Post-High School Outcome

Social Determinants of Health

- Employment
- Housing
- Food Access
- Socio-economic status



Importantly, cities also reported tracking service utilization as a means of helping improve their understanding of who their programs and services are reaching and to increase buy-in and foster collaboration among other organizations or departments within their respective cities. In one cohort city, tracking service utilization not only helped the city to gauge the reach of their initiatives, but also enabled them to make data-informed, equitable adaptations to their programs for Black and brown

individuals in their community. Metrics being tracked by cohort cities help to guide the various components of their public safety plans, keep them accountable to those plans, enable teams to better understand what is happening in their communities, where it is happening, who is involved, the overall needs of community members; and opportunities for adjustments as community needs and priorities shift over time.

*“Also important is the work that the community development department has taken on since we got back. They didn’t see this as anything that they do. They thought ‘we don’t work with people. We create and design programs.’ I shared the plan with them, and they saw that **intersection of people and programs** and now we’ve got some things like housing programs, credit building, and home repair ... different types of things that we’re doing with the community. But I think the most important piece is that through seeing who’s actually using the programs they have they’re starting to make **adaptations that are equitable for black and brown people.**” – Brooklyn Park, MN*

“Cities United was providing mayors with support to step out and invest in disinvested communities. They were giving them the roadmap, the guidance, the peer support. And when you work in a government space you feel alone. You feel like your problems are just yours. So paying for cities to fly out there was no excuse because we didn’t have to pay for anything. You’re able to take your resources from the city standpoint and really pour them and keep them local in your community.” - Baton Rouge, LA

SYSTEMS ORIENTATION

Local partnerships within Roadmap Academy cities focus explicitly on changing operations, policies, and practices within their respective communities and collectively as a network of member cities.

Cities United provided cohort cities with a strategy development process that intentionally focused efforts on short and long-term approaches that address individual-level change and interventions as well as systems-level change. The strategy development also focused on prevention, enforcement & re-entry strategies and walks cohort cities through policy and program interventions that target root causes of violence such as poverty, racial residential segregation, household income inequality and concentrated disadvantage. For example, a strategy might focus on policy and practices

A core component of changing operations, policies, and practices within local communities is engaging

in communication within individuals working across systems. The Roadmap Academy taught participants how to better communicate across systems-level stakeholders, build and strengthen key partnerships with public schools and local organizations, and increase buy-in from city officials and dedicated personnel and resources.

Equipped with improved knowledge about system level strategies and how to frame and tailor their communications, cities were able to cultivate and strengthen partnerships with local officials, public schools, local grass roots and community-based organizations, police departments, criminal justice representatives, gangs, youth, and individuals directly impacted by community violence. These new and fortified partnerships helped cities increase buy-in, obtain financial support needed from city officials, and establish coordinated systems of resources, funding, and personnel working in concert to implement and oversee their community’s public safety plans.

METHODOLOGY

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Cohort cities used Cities United's "Roadmap to Safe, Healthy & Hopeful Communities" to develop their safety plans. Equipped with principles for addressing public safety from a public health perspective and with data and research on the driving factors that contribute to high rates of homicide and shootings, members were armed with critical knowledge to frame and tailor their plans. For some cities, it helped them hone in on where their city had gaps

and identify the greatest opportunities for partnership and intervention. Seattle, Washington, for example, recognized their provider landscape focusing on 18-24 year old African American or Alaskan Native/American Indian males was small and that much of their messaging centered around youth, although most perpetration and victimization was by adults 18 and up. Through the process, they also realized that while services focused on the justice system focused on individuals, there was a call from community organizers for zero use of incarceration. This created a specific challenge related to balancing systems change with ongoing wraparound support.

New and fortified partnerships developed using Principles of Effective Practice for Place Based Partnerships helped cities increase buy-in, obtain financial support needed from city officials, and establish coordinated systems of resources, funding, and personnel working in concert - as a more fine tuned network - to implement and oversee their community's safety plans.

*Us knowing the beginning of where the problems came from, it **helped us be credible messengers in the community to communicate what was going on.***

- West Palm Beach, FL

*“I had been trying to two- three- years at that point to make something happen and it wasn’t working. So, then I **shifted my strategy**. [...] I understand now from what I learned at the Roadmap Academy that **mayors are the ones that can make this happen**, they can make people work together in a way that I couldn’t, and bring together the right people and push for a strategic plan and fund it too. So, when I came back that was the strategy. How do we get the mayor’s attention, the city’s attention and get them to see that they should be taking the lead on this.”*

– Denver, CO



CAPACITY BUILDING

Cities United provides a comprehensive strategy to build the competencies of local intermediaries and their partners to increase safety in their communities.

Cities participating in the Roadmap Academy identified capacity building support and financial backing as being key to enabling their participation. While the cities had their own unique contexts and derive unique value from their participation in the Roadmap Academy, some variation in the focus of each city's violence reduction plan made the tailored technical and training assistance that all city teams receive during the Academy invaluable.

Technical support and guidance in the development of cities' violence reduction strategy is one of the core values of the Roadmap Academy for cities. Cities choosing to tackle public safety and violence reduction began from different starting points. In some cities, there was no formal commitment to engage in this work, while others had already designated funds. Regardless of their entry point, cities received necessary support in understanding and building best practices, developing messaging, and communicating about their violence reduction strategy, and identifying key partners and funding for their work. Participants from Brooklyn Park, MN shared how the Roadmap Academy helped to systematize their violence reduction strategy and improve their ability to address their community needs:

*Prior to the Roadmap Academy, it was like spinning plates on the different strategies and plans, but the **academy helped us piece it all together** and make a system. And that system has integrated other systems into it. We've been **able to address the needs of our community** as well as respond to the violence that has erupted over the last two years.*

– Brooklyn Park, MN

TIMEFRAME

Roadmap Academy cities are committed to long-term progress and create shared, comprehensive, city-wide safety plans reflecting long-term change.

The Roadmap Academy is designed with the understanding that creating safe, healthy and hopeful communities by reducing the epidemic of homicides and shootings among young Black men and boys is long-term work and takes intentional, shared, and long-term plans. Cities United provided guidance to cohort cities and tools such as Constructing a Multi-Year Plan of Action.

Through their engagement in the Roadmap Academy, city teams are asked to develop time-bound plans that outline strategies, resources, partnerships, and goals around violence reduction. These plans help cities to commit to

implementing what they developed during the year-long experience, continued communication, and use of the tools that they gained while participating in the Academy. However, city teams also acknowledge that violence reduction requires a long-term, concerted effort and ongoing accountability, which the city teams demonstrated time and time again throughout their participation in the Academy. Local government officials agreeing to participate in the Roadmap Academy in order to tackle violence in their city helped to elevate discussions around the epidemic of violence within cohort cities, and stress the importance of dedicating time and resources to address it. Importantly, formal commitments made through the partnership with Cities United helped to expand city efforts and create opportunities for others to become involved in their community's violence reduction efforts.

*“I know **we’re working to build the capacity of community based organizations** – many other national partners are providing support for the organizations – but someone has to provide the support for the municipalities on all fronts because without the municipalities, none of this exists. It’s hard for a mayor to step out and do this work. This is **long-term, systematic work**, but they’re facing real issues every day. We have to sustain them.”*
– Baton Rouge

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ON ROADMAP CITIES

CITY SNAPSHOTS

Metrics help to frame the conversation surrounding violence and violence prevention across the country and, more specifically, they help place the important work of the 24 cities in the Roadmap Academy into the larger conversation surrounding violence prevention efforts. In this section, we present a violence reduction dashboard which provides a tool for shared measurement across all of the participating Roadmap Academy cities and contributes to the story of the Academy, as well as the work of cities who have participated in it. The specific indicators included in the dashboard are based on what is currently being measured in relation to the larger conversation of violence prevention across the country, as well as what the cities who we interviewed mentioned that they are already collecting. We organized the metrics into three categories, each of them important in different ways.

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CRIME

Crime is an important metric as it tells the story of what is already happening in these 24 cities. These specific crime data points are often used as a baseline for starting the conversation surrounding the need for violence prevention efforts in different areas.



SOCIAL DETERMINANTS OF HEALTH

Social Determinants of Health are important as they show the underlying causes of violence and other public health related issues. They allow the audience to fully understand what social, political, and environmental situations allow for the reduction of violence or for violence to manifest into its current state.



SOCIAL & COMMUNITY CONTEXT

Social & Community Context is important to show what is being done currently to provide opportunity to those in the city. Opportunities help to address some of those underlying social determinants of health, providing programmatic, community, and/or systemic supports to those most affected by crime in the cities.

These metrics work together to make the connection between the existing state of violence in cities across the country, why violence continues to manifest in certain cities, and what is being done to address the current state of violence in these cities.

CRIME



Homicide Rate



Rate of Assaults



Burglary Rate



Number of Violent Events Involving a Gun

SOCIAL DETERMINANTS OF HEALTH



Employment Opportunities



Socio-Economic Status



Number of jobs available



Median income



Employment rate



Children living at or below the poverty line



Trade school programs



Housing Stability



Education



Housing risk



High school graduation rate



People experiencing chronic homelessness



Incarceration Rate (including recidivism)



Life expectancy at birth

SOCIAL & COMMUNITY CONTEXT



After School Program



Community Centers/Spaces



Tutoring/Mentoring



Funding Resources (A measure of social cohesion)



Peer Support (A measure of social cohesion)



Strength of Social Networks (A measure of social cohesion)



Shown below are highlights of metric data across the 24 cities, and in the following section we profile a selection of cities that participated in the Academy, including presenting on key metrics related to their efforts and the broader field.

	Homicide Rate* Per 100,000	High School Graduation Rate**	Employment Rate	Life Expectancy*
United States	7.5	26.7%	59.6%	78.8 years
Baltimore, MD	11.4	28.5	57.3	78.5
Baton Rouge, LA	19.9	27.2	57.0	75.7
Brooklyn Park, MN	3.6	23.3	70.6	84.4
Buffalo, NY	4.7	27.5	54.8	80.7
Columbia, SC	12.7	19.9	52.8	78.6
Denver, CO	5.8	17.2	69.1	80.0
Flint, MI	8.7	36.3	42.8	78.0
Fort Wayne, IN	9.7	28.8	62.3	77.0
Gary, IN	9.7	39.5	43.5	77.0
Hampton, VA	6.4	29.6	56.6	79.1
Houston, TX	7.6	22.1	62.5	78.6
Kankakee, IL	11.2	34.2	53.5	79.0
Knoxville, TN	11.5	27.5	60.2	75.6



	Homicide Rate* Per 100,000	High School Graduation Rate**	Employment Rate	Life Expectancy*
United States	7.5	26.7%	59.6%	78.8 years
Little Rock, AR	13.0	22.5	62.5	75.7
Louisville, KY	9.5	28.0	61.9	75.5
Newport News, VA	6.4	28.2	57.7	79.1
Pittsburgh, PA	8.5	24.9	60.6	78.3
Richmond, VA	6.4	21.3	62.1	79.1
Seattle, WA	4.2	9.5	70.9	80.0
Tacoma, WA	4.2	25.3	61.7	80.0
West Palm Beach, FL	7.8	23.7	59.4	79.0
Yonkers, NY	4.7	25.3	59.5	80.7

*This represents 2019 statewide data. Local-level data on homicide rates were not publicly available.

**This does not include those with a high school diploma (or equivalent) who went onto post-secondary education

Profiles of Some Roadmap Academy Cities' Violence Reduction Efforts

BATON ROUGE, LA

“Mayor Broom has been focused on equity for black and brown communities for her entire career. [...] If you look at her track record and look at the work she’s always been about building equity. And when we first heard of the theory, which was from Cities United, of violence as a public health epidemic, you can’t help but look at the social determinants of health. And she had already built her administration on focusing on the social determinants of health. We just didn’t have the fancy titles.”



“Cities United was providing mayors with support to step out and invest in disinvested communities. They were giving them the roadmap, the guidance, the peer support. And when you work in a government space you feel alone. You feel like your problems are just yours. So paying for cities to fly out there was no excuse because we didn’t have to pay for anything. You’re able to take your resources from the city standpoint and really pour them and keep them local in your community.”

WHAT RESOURCES IS THE CITY USING TO PROMOTE VIOLENCE REDUCTION?

Used Cares Act dollars to address crime because they were seeing more spikes in violent crimes

In 2020, Mayor Broom committed \$2.5 million of Cares Act funding to establish a pilot to start implementing around their four pillars:



Prioritizing community based public safety



Supporting individuals, youth, family, and community



Creating a culture of health



Creating equitable community development

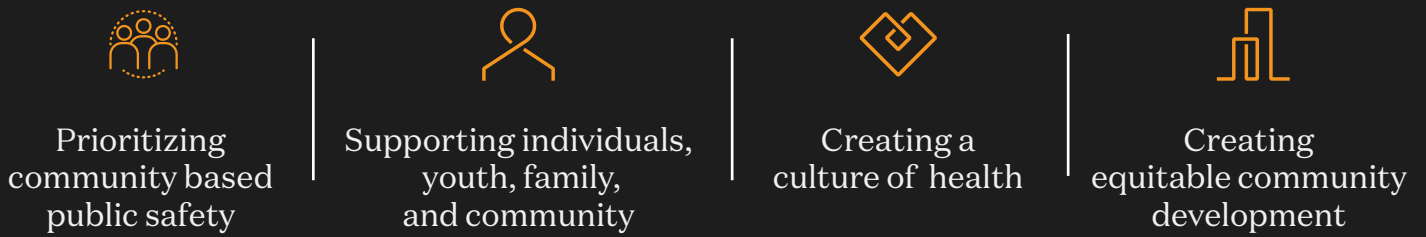
With those four pillars, Baton Rouge hired a program director and program coordinator who could focus solely on this work and the collaboration needed.

“From the mayors office, we started to tackle the political will, writing more grants, getting more funding sources, building the relationship between police and this community entity of Baton Rouge Community Street team so we could build a violence interruption high risk intervention space”

WHAT IS THE CITY FOCUSING ON TO ADVANCE ITS VIOLENCE REDUCTION STRATEGY?



CORE PILLARS OF VIOLENCE PREVENTION STRATEGY



CRIME

SOCIAL DETERMINANTS OF HEALTH



COMMUNITY CONTEXT

Presence of local resources/initiatives that address key community needs

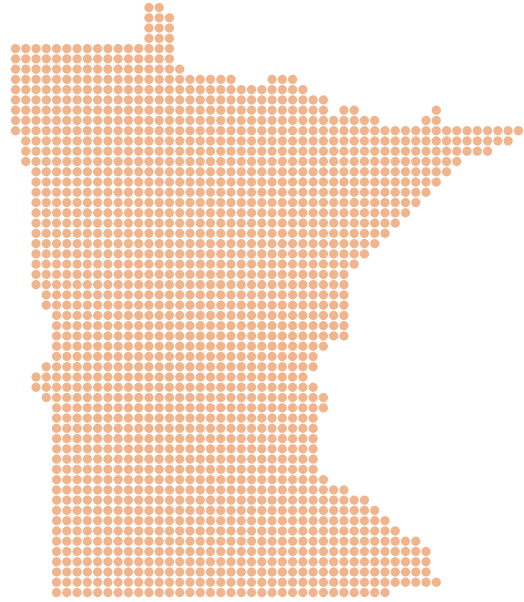
- Project MADE - Mentoring, advocacy addressing school-to-prison pipeline, affordable housing, mixed use community spaces, childcare
- Guided by Grace - Career development, mentoring, after-school tutoring
- Ment-to-Fit - Mentoring and youth outreach

FIELD METRICS FOR UNDERSTANDING VIOLENCE REDUCTION

“Started to build these community infrastructures to empower them to know a community organization could be built from scratch that could be just as sustainable as a law enforcement agency.”

BROOKLYN PARK, MN

“We had a lot of violence in the community. People were getting shot and killed. That’s not Brooklyn Park. That was just unheard of. Prior to that, we’d had a long-standing trend of no major serious assaults or homicides in Brooklyn Park. They figured that they should do something. How do we engage our community? How do we keep this from getting out of hand? So, that’s why they started with Cities United.”



“Prior to the Roadmap Academy, it was like spinning plates on the different strategies and plans, but the actual academy helped us piece it all together and make a system. And that system has integrated other systems into it. We’ve been able to address the needs of our community as well as respond to the violence that has erupted over the last two years.”

WHAT RESOURCES IS THE CITY IS USING TO PROMOTE VIOLENCE REDUCTION?

Sound Off Stations

Visit city schools each week to do three basic things: 1) provide networking opportunities, 2) harvest ideas to create a safe, healthy, and hopeful community, and 3) improve youth outcomes (based on youth definition of outcomes)



Some examples include adding an additional bus line that travels from the high school to another part of the city where there are more jobs, restaurants, and other places youth want/need to frequent



Host a Cities United Black History Month event connecting students from across the state. Used it as an opportunity to showcase components of the safety plan and share experiences as part of the youth sounding board.

WHAT IS THE CITY FOCUSING ON TO ADVANCE ITS VIOLENCE REDUCTION STRATEGY?

- Developing a crime dashboard to track traffic stops, assaults, homicides, shots fired
- Multi-Modal Group and Individual Mentoring Program for young men
 - “Started a Cities United Cohort project with young men. Working with young men directly in terms of providing them a space to breathe, to identify, share, talk [...] it’s a multi-modal group and individual mentoring program.”
 - Visits to different business in Brooklyn Park
 - Ball game outings with youth

COMMUNITY DEVELOPMENT



Gun Violence



Youth violence in schools



Domestic violence

CRIME

SOCIAL DETERMINANTS OF HEALTH

3.6

Homicide Rate
Per 100,000 (Statewide)

66.5%

Employment Rate
High School or Equivalent

24.2%

Graduation Rate

80.4 years

Life Expectancy
At Birth (Statewide)

COMMUNITY CONTEXT

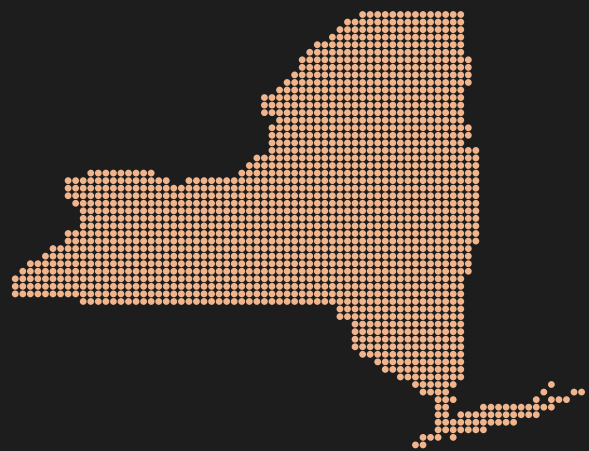
Presence of local resources/initiatives that address key community needs

- One-2-One - Mentoring
- Brooklyn Bridge Alliance for Youth - Mentoring and out-of-school time opportunities for youth
- Bolder Options - Mentoring
- Career Force - Employment opportunities
- TreeHouse - Mentoring programs outside of school that support relationships, safe spaces, and belonging



BUFFALO, NY

“When they were thinking about the My Brother’s Keeper Initiative and the Boys and Men of Color, that’s what got the city involved. [...] I think the motivation was the collaboration between Say Yes and the Community Foundation and the city had to get involved.”



“One of the things we wanted to do was make sure youth voice was at the forefront and Cities United was an organization that was using youth voice in the forefront of fighting violence in the community, so that was kind of what we looked at and shaped it after that. [...] It became not only about youth voice, but the mechanism for community connection.”

WHAT RESOURCES IS THE CITY IS USING TO PROMOTE VIOLENCE REDUCTION?

Strategic collaboration with other community-based entities doing the work to do:



Food Giveaways



Organize Little League Sports



Conduct home visits and street walks to provide needed health and social services and resources (e.g. toothbrushes, sanitary pads, testing, etc.)

Partnership with a division of the Police Department: Neighborhood Engagement Team



They are paid to go into the community to play with kids or coach little league sports

WHAT IS THE CITY FOCUSING ON TO ADVANCE ITS VIOLENCE REDUCTION STRATEGY?



Build trust with police department



Homicide Prevention



Preventing Youth Violence and Gun Violence



Gang Prevention and Intervention

CRIME

4.7

Homicide Rate
Per 100,000 (Statewide)

SOCIAL DETERMINANTS OF HEALTH

59.3%

Employment Rate
High School or Equivalent

25.5%

Graduation Rate

80.7 years

Life Expectancy
At Birth (Statewide)

COMMUNITY CONTEXT

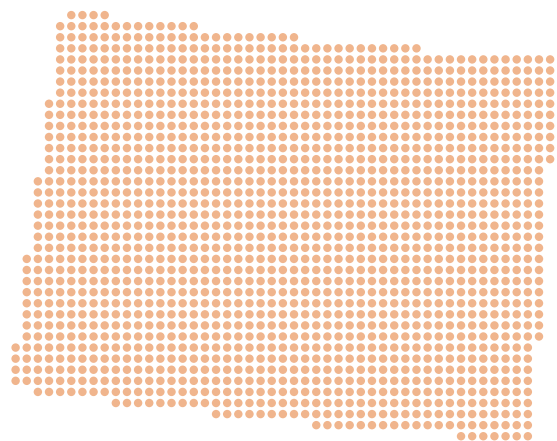
Presence of local resources/initiatives that address key community needs

- Say Yes Buffalo - Scholarships, Economic Development, Tutoring, Mentoring
- Lawyers for Learning - Tutoring
- The Belle Center - Community Center
- Homespace - Independent living for young women
- Peaceprints of WNY - Reentry and Housing



DENVER, CO

“At the time, the city did not have a violence prevention person, they didn’t have staff. [...] I was feeling frustrated and kind of stuck because I was being encouraged to push for a strategic plan. We applied for some funding to do a year-long planning process, but we didn’t get funded.”



“It just changed my whole perspective. There was so much information. [...] They understood cities and mayors. [...] I appreciated that they were totally on board with the public health approach and working with all these different partners and different perspectives.”

WHAT RESOURCES IS THE CITY IS USING TO PROMOTE VIOLENCE REDUCTION?



Physicians at the hospital as advocates



Community Events



Part-time high school youth working on gun violence



Partnership with a local foundation for funding

WHAT IS THE CITY FOCUSING ON TO ADVANCE ITS VIOLENCE REDUCTION STRATEGY?



Primary Gun Violence



Gang Violence



Community Interventions



Youth Relationship Violence Group



Suicide Prevention

CRIME

SOCIAL DETERMINANTS OF HEALTH

5.8

Homicide Rate
Per 100,000 (Statewide)

64.3%

Employment Rate
High School or Equivalent

21.2%

Graduation Rate

80

years

Life Expectancy
At Birth (Statewide)

COMMUNITY CONTEXT

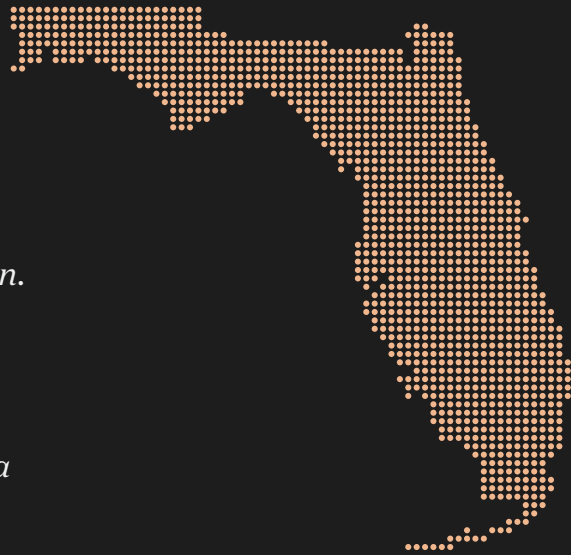
Presence of local resources/initiatives that address key community needs

- Only the Strong Foundation - Tutoring, mentoring, scholarship
- Whiz Kids - Tutoring
- I Have a Dream Foundation - Academic, social, and emotional support to youth and families
- Promoting Academics & Character Education (PACE) program - Behavioral health, counseling, and social emotional skill building for youth

FIELD METRICS FOR UNDERSTANDING VIOLENCE REDUCTION

WEST PALM BEACH, FL

“CU reached out to us and they thought we were in a place where we had the city leadership that supported it and they thought it was an opportunity to put together a comprehensive plan. We had different things going on, but it really wasn’t aligned. [...] We had a couple of tough summers where we had a lot of gun violence and homicides. So together, they thought we were in a good space to participate in the academy.”



“I was really looking for some kind of training and assistance for how I did the work here on the ground. What it did for me was show me I wasn’t alone and that I was a part of a much broader network of other like minded individuals just as young as I was in other parts of the country doing the same kind of work. The training, the confidence that there was a way really encouraged me and validated my story. My number one motto I use nowadays is that “real change happens when the people that need it lead it.” Being part of this cohort that really affirmed me and encouraged me in that.”

WHAT RESOURCES IS THE CITY IS USING TO PROMOTE VIOLENCE REDUCTION?



Advocacy



Mentoring



Workshops
on violence
prevention



Gang
Retaliation
Intervention



Door
Knocking
System

WHAT IS THE CITY FOCUSING ON TO ADVANCE ITS VIOLENCE REDUCTION STRATEGY?



Crime prevention
and intervention



Employment
and training



Education



Health



Re-entry

FIELD METRICS FOR UNDERSTANDING VIOLENCE REDUCTION

CRIME

7.8

Homicide Rate
Per 100,000 (Statewide)

SOCIAL DETERMINANTS OF HEALTH

55.4%

Employment Rate
High School or Equivalent

28.2%

Graduation Rate

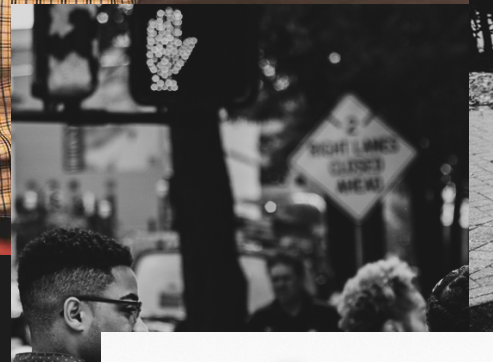
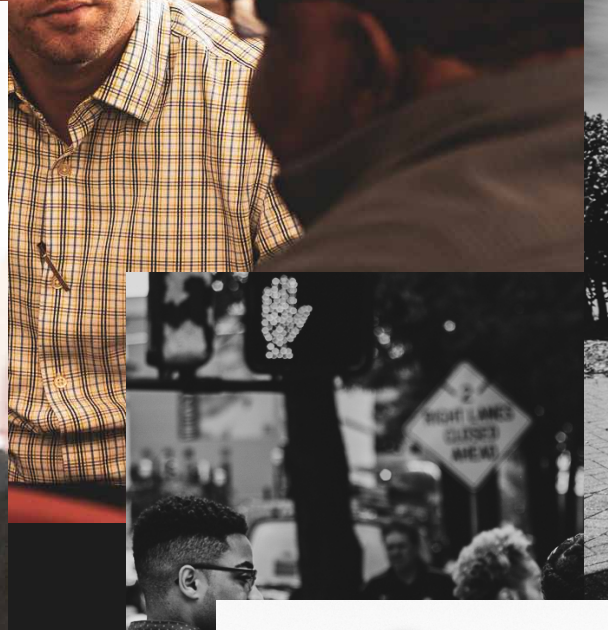
79 years

Life Expectancy
At Birth (Statewide)

COMMUNITY CONTEXT

Presence of local resources/initiatives that address key community needs

- Communities in Schools (CIS) Mentorship Program – Mentoring
- United Way of Palm Beach Mentor Center – Mentoring
- Inner City Innovators - Advocacy, Mentoring, and Community Engagement







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