

Strategies to Prevent Urban Violence

A Companion Report to the SSYI Evidence and Implementation Review

September 2013

This project is supported by contract # 13LCEHSSSYEVALUATORRRFR2 awarded by the Massachusetts Executive Office of Health and Human Services, State of Massachusetts. Points of view in this document are those of the authors and do not necessarily represent the official position or policies of the State of Massachusetts

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Acknowledgements

This report is supported by contract # 13LCEHSSSYEVALUATORRRFR2 awarded by the Massachusetts Executive Office of Health and Human Services, and was conducted by the American Institutes for Research (AIR), WestEd, and Justice Resource Institute (JRI). Points of view in this document are those of the authors and do not necessarily represent the official position or policies of the State of Massachusetts.

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We also acknowledge the practice and research experts who provided key insights that have shaped this report, with special thanks to Jim Mercy and Greta Massetti from the Centers for Disease Control (CDC), and David Weisburd from George Mason and Hebrew Universities.

Suggested citation

Campie, P.E., Petrosino, A., Pace, J., Fronius, T., Guckenburger, S. Wiatrowski, & Ward, S. (2013). *Strategies to prevent urban violence. A companion report to the SSYI evidence and implementation review*. Massachusetts Executive Office of Health and Human Services. Boston, MA.

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Executive Summary

The Massachusetts Safe and Successful Youth Initiative (SSYI) commissioned a review of strategies utilized by the federal government, states and cities trying to address serious youth violence among older youth ages 14-24. The goal of this work is to provide Massachusetts with a sense of where its own violence prevention efforts fit among the range of initiatives implemented in localities nationwide and provide additional insights on strategies that SSYI may want to employ in the future. This strategy review complements the 2013 report “*What Works to Prevent Urban Violence Among Proven Risk Young Men? The Safe and Successful Youth Initiative Evidence and Implementation Review*”. In that report, the SSYI evaluation team reviewed the state of the research on effective urban violence prevention programs targeting highest risk older youth, ages 14-24. Taken together, the guidance from research on effective programs and high quality implementation, along with the best thinking from state and local policymakers, provide SSYI with valuable information to inform SSYI moving forward.

Findings

While the federal government has been steadily increasing support for funding violence prevention activities in urban centers and among older youth involved with guns and gangs, very few states have made this type of violence the focus of their crime prevention efforts. The preponderance of state-level plans and funded programs aimed at curbing violence either target domestic and family violence or school-based violence, such as bullying. Of the 12 states which currently have public plans to combat serious youth violence:

- *7 of the 12 state plans were created in 2012 or later.*
- *4 of 12 state plans specifically target gang members.*
- *Only 5 states currently provide funding to support recommendations in their state plan.*
- *4 of 12 state plans support models that incorporate, or replicate, CeaseFire approaches.*
- *1 state targets violent offenders who are also drug offenders, using all federal funds.*
- *1 state employs intensive supervision of former violent offenders as its sole strategy.*
- *Only 1 state’s violence plan comes from a state Health Department.*
- *None of the state initiatives has been independently evaluated.*

City-based initiatives to combat youth street violence are much more common than state strategies and in those cities at the top of the statistical rankings for having the most homicides per 100, 000 persons in 2012 there is typically more than one intervention in operation. The ten cities with the highest per capita homicide rate in 2012 are Detroit, Baltimore, Philadelphia, Memphis, Chicago, Milwaukee, Oklahoma City, Washington, D.C., Dallas, and Indianapolis. Of these ten cities:

- *4 of the 10 cities receive federal funding from the National Forum to Prevent Youth Violence.*
- *3 of the 10 cities have Academic Centers for Excellence in Youth Violence Prevention, funded by the Centers for Disease Control (CDC).*
- *None of the cities are funded to implement the STRYVE model from the CDC, although the Chicago Health Department follows this model in their practices.*
- *Chicago and Memphis receive philanthropic funds from the Bloomberg Mayors Innovation Delivery Team (MIDT), but only Memphis uses funds to reduce gun violence.*
- *5 of the 10 cities are implementing some variation of the CeaseFire approach.*
- *3 of the cities (Oklahoma City, Dallas, and Indianapolis) use no discernible youth violence prevention strategies aside from G.R.E.A.T. and tougher sentencing for gun-related crimes.ⁱ*
- *6 of the 7 cities implementing actual programming targeting youth at highest risk for violence use street outreach methods and provide supportive services.*

Philanthropic and medical community efforts to prevent youth violence are not that commonplace, although efforts appear to be growing in both areas. Some city trauma centers offer services to surviving gunshot victims in an attempt to prevent retaliatory shootings and engage family and friends who come visit these patients, with supportive services they may need. This is a unique access point for working with young people and other community members who can simultaneously be victims, offenders, and even bystanders to become part of the violence prevention solution. These programs should be evaluated in order to determine their place in larger-scale community-based violence prevention initiatives.

Background and Purpose

SSYI Evaluation

A team led by the American Institutes of Research (AIR) and including WestEd and Justice Resource Institute (JRI), is conducting the SSYI evaluation. A process and outcome evaluation is underway to measure the effectiveness of SSYI and identify the key factors that define its outcomes. A foundational product of the evaluation is to deliver a summary of best practices and strategies in violence prevention that can inform the selection of programs and strategies by SSYI sites and provide a policy yardstick by which to measure current SSYI practices against other approaches.

Evidence and Implementation Review

In the 2013 report “*What Works to Prevent Urban Violence Among Proven Risk Young Men? The Safe and Successful Youth Initiative Evidence and Implementation Review*” the SSYI evaluation team reviewed the state of the research literature with regard to effective urban violence prevention programs targeting high risk older youth, ages 14-24. Using a Rapid Evidence Assessment (REA) methodology,

the evaluation team determined that ten programs demonstrated effectiveness through their evaluation findings. None of the programs were implemented on a statewide basis and all were implemented within a single city, neighborhood or subset of neighborhoods in one city. All of the programs used a multi-agency approach that combined varying levels of street outreach interventions and provision of supportive services to youth. Three of the programs used a pre-determined list to target program participants. None of the programs included trauma-related supports and few programs offered services to family members of the targeted youth.

The report also contained a review of the implementation science literature to identify which service delivery and organizational characteristics are associated with producing optimal intervention outcomes. The readiness for any organization to competently administer any intervention relies on general capacity such as credible staffing and management practices, specific capacity to run particular types of interventions (e.g. Street Outreach), and motivation to implement the innovation, a characteristic that derives from the staff culture, organizational culture, and fit within

the broader community in which the intervention is implemented. The SSYI evaluation includes an assessment of implementation quality and preliminary results suggest that sites are most challenged by uncertainty in the state funding environment, as well as historical, economic, and political barriers to fully integrating the program within their local communities.

In addition to the evidence and implementation review, the evaluation team investigated city, state, federal, international and philanthropic violence reduction and prevention strategies.ⁱⁱ Some of these efforts may be represented in the research review through the REA, while others may not have been evaluated yet to determine effectiveness.

This additional review will allow Massachusetts to determine where its own violence prevention efforts fit among the range of initiatives implemented in localities nationwide and provide additional insights on strategies that Massachusetts may want to explore to enhance SSYI in the future.

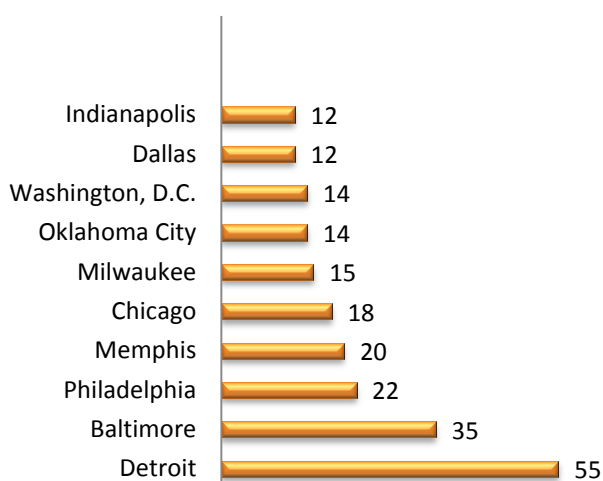
Approach and Methods

A comprehensive search was conducted to identify federal, state or philanthropic strategies that specifically target violence reduction among older youth ages 14-24 at greatest risk for knife or gun violence. In most cases, strategies included for discussion are those implemented in the past ten years, although seminal works that laid the groundwork for current strategies are also included for contextual purposes. Strategies were located by:

- *Examining state, federal, and philanthropic plans for crime and violence prevention;*
- *Examining state, federal, and philanthropic funding announcements for violence prevention programming;*
- *Examining public, NGO, and media reports of funded programs.*
- *Examining city police department, juvenile justice, criminal justice, health and social service department plans for violence prevention.*
- *Interviewing law enforcement, research, policy, and program professionals from the nonprofit and governmental sectors.*

Cities selected for inclusion in this review represent the ten cities with the highest per capita homicide rate according to the F.B.I.'s most recent Uniform Crime Reports (Figure 1). Several of these cities have been on this top ten list for several years running (i.e., Baltimore, Detroit, Memphis, and D.C.) and Boston recently moved off the list after being in the 7th spot in 2011 (10 murders per 100,000 persons).

Figure 1. Murder rate per 100,000 persons (2012)



Source: F.B.I. Uniform Crime Reports

For comparison purposes, international cities with comparable per capita homicide rates are shown in Table 1.

Table 1. Homicides per capita 2009

Country	City	Homicides per 100,000 persons
Trinidad & Tobago	Port of Spain	47
Panama	Panama City	34.6
Bahamas	Nassau	28.5
Jamaica	Kingston	26.8
Haiti	Port au Prince	24.1
Colombia	Bogota	17.4
Botswana	Gaborone	16.1
Uganda	Kampala	15.3

Source: United Nations Office on Drugs & Crime

The majority of research on gun violence comes from the United States, but a number of initiatives have been undertaken internationally to target youth knife and gun violence. Often, these community-based violence prevention programs are not independently evaluated, if they are evaluated at all. The interventions include universal programs, which are often community-wide, and targeted programs, which focus resources on specific at-risk youth. The appendix of this report contains a selection of international violence prevention programs with similarities to the SSYI in its intervention components and/or target population.

Federal Initiatives

Federal attention to addressing the problem of gun-related homicides and assaults among youth really began in the mid-1980s as national data started to show a disturbing trend which by 1993 resulted in a 158% increase in handgun homicides among 15-to-24-year-olds over the preceding 9 years (Shepard, Grant, Rowe, and Jacobs, 2000).

At about the same time, birth cohort studies continued to explore the trajectory of offending among youth, with one seminal study finding that 7 percent of the cohort and 23 percent of offenders in that cohort accounted for 61 percent of all offenses, including 60 percent of all homicides (Tracy, Wolfgang, and Figlio, 1990).

Throughout the 1990s, the Office of Juvenile Justice and Delinquency Prevention (OJJDP) commissioned a series of studies that focused specifically on reducing violent crime in urban areas and preventing gang violence. These included longitudinal studies of violent offending in Denver, Pittsburgh and Rochester, leading to development of the *OJJDP Comprehensive Strategy for Serious, Violent, and Chronic*

Juvenile Offenders (Huizinga, Loeber, and Thornberry, 1995).

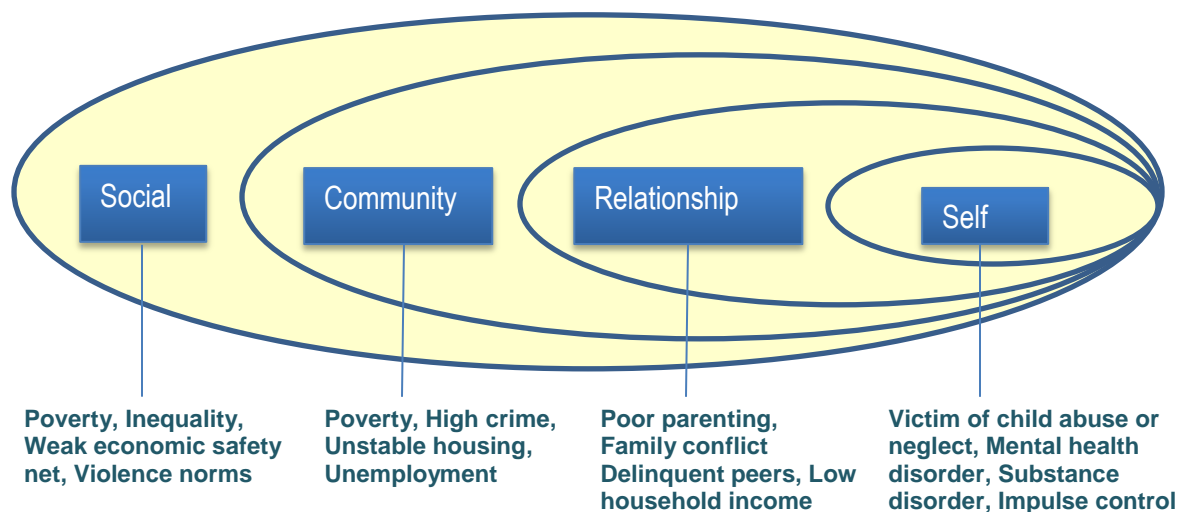
OJJDP contributed funding to the first evidence-based program registry of effective violence prevention programs at the University of Colorado (“The Blueprints”) and two months before the Columbine shootings in April 1999, published a new report on promising strategies to reduce gun violence. This report and its authors could not have imagined at the time that this singular event in Colorado would shift the focus of the gun violence debate from the streets to the classrooms, where the majority of current violence prevention initiatives and funding remain focused to this day. OJJDP’s 1999 report advised that the solution to gun violence was found in reducing access to weapons and enforcing laws on possession and use.

“Gun violence can be considered as a three-phase continuum comprising (1) the illegal acquisition of firearms, (2) the illegal possession and carrying of firearms, and (3) the illegal, improper, or careless use of firearms. This continuum is illustrated in figure 1. To be effective, any strategy to reduce gun violence must focus on one or more of these three points of intervention; however, a comprehensive plan will incorporate strategies and programs that focus on each of the three points of intervention.” (OJJDP, 1999)

Since then, OJJDP's thinking, and that of other justice entities has evolved to include a wider array of causes and correlates of violent youth offending. Risk may come from unstable families, delinquent peers, community norms that encourage violence and interpersonal characteristics that lead to poor impulse control and lack of self-regulation. While there are still many enforcement-focused programs to address urban gun violence, more of the strategies are starting to utilize the many levers of influence, from increasing economic opportunities for distressed communities to mobilizing community ownership of the violence problem.

At the same time federal justice officials started to respond to the youth violence issue, the public health community was understanding that violence prevention was also their responsibility. In 1979, the Surgeon General's Report, *Healthy People*, identified 15 priority areas to improve the long-term health and well-being of the American public and identified violent behavior, related to guns, as a priority to address (Dahlberg and Mercy, 2009). In 1999, the CDC report *Best Practices of Youth Violence Prevention: A Sourcebook for Community Action* continued the conversation which today has culminated in a robust public health approach to violence prevention that has come to influence the thinking of justice professionals trying to address the same issue. There is now greater consensus than ever that federal efforts to address urban violence need to be coordinated across federal agencies and initiatives to improve the overall social ecology of communities (Figure 2).ⁱⁱⁱ

Figure 2. Social ecological context in which urban gun violence occurs



The three federal agencies that are now investing most heavily in reducing urban gun violence, directly or indirectly, are the Centers for Disease Control (CDC), the Bureau of Justice Assistance (BJA), and OJJDP.^{iv}

Centers for Disease Control (CDC)

Academic Centers of Excellence in Youth Violence Prevention

In 2000, Congressional legislation authorized the creation of what has come to be known as the National Academic Centers of Excellence in Youth Violence Prevention (ACES). There are currently six of these centers in operation:

- *Johns Hopkins University*
- *University of Chicago*
- *University of Michigan*
- *University of North Carolina, Chapel Hill*
- *University of Colorado, Boulder*
- *Virginia Commonwealth University*

The ACES were created to develop the evidence-base in violence prevention programming, enable better coordination

between researchers and practitioners, and provide a means to disseminate learning through the broader academic community. The primary goal of the ACES in the 2010-2015 program period is to partner with high risk communities and their local health departments and help implement and evaluate youth violence strategies. ACES work as a collaborative team across the six centers to improve the training of junior scientists, to share information from ongoing research projects, and to identify ways to connect the work of the ACES with other initiatives in communities across the country (Vivolo, Matjasko, & Massetti, 2011).

Through their work, ACES target risk factors at the individual, relationship, and community levels of influence, such as substance abuse, lack of social skills, parental supervision and discipline, peer norms supporting violence, social disorganization in neighborhoods, and lack of prosocial opportunities for youth. A breakdown of the ACES and their key activities is shown in Figure 3.

Figure 3. Summary of approaches: CDC Academic Centers of Excellence

Chicago Center for Youth Violence Prevention (U of Chicago)

- *Works with children and families across different developmental stages.*
- *Works with youth according to different levels of risk.*
- *Implements SAFE Children, an elementary school transition program that emphasizes parental involvement, and which is currently being adapted for transition into middle school (6th gr.).*
- *Supports implementation of CeaseFire using outreach workers who focus on high risk individuals, helping to mediate conflicts and impact neighborhood norms of violence.*

Denver Collaborative to Reduce Youth Violence (U. of Colorado)

- *Implements Communities that Care (CTC), a process which helps communities, assess their needs and use those data to create a comprehensive strategy to reduce violence and improve community well-being.*

Clark-Hill Institute for Positive Youth Development (Virginia Commonwealth University)

- *Implementing a multiple baseline evaluation design that involves staggering program implementation among three communities across five years.*
- *Collecting data from a variety of sources including youth self-reports, official crime data, health department and hospital data, and school climate and violence data.*

Johns Hopkins Center for the Prevention of Youth Violence

- *Using a comparative interrupted time series design to estimate program impacts using multiple data sources such as police reports, school data, and community surveys to measure changes in youth violence across three neighborhoods where three different strategies are being employed:*
 1. Neighborhood One: implements school and community strategies
 2. Neighborhood Two: implements only the school strategy
 3. Neighborhood Three: receives no intervention

The University of Michigan Youth Violence Prevention Research Center

- *Working to improve conditions in the Durant-Tuuri-Mott neighborhood of Flint, MI by partnering with the University of Michigan School Of Public Health and Medical School, Michigan State University, the Genesee County Health Department, Flint Police Department and other local organizations.*
- *Promoting positive youth development through programs that improve community infrastructure and intergenerational interactions.*

North Carolina Rural Academic Center of Excellence in Youth Violence Prevention

- *First rural violence prevention center in the country, focusing on Robeson County which is the 3rd poorest mid-sized county in the nation.*
- *Tracking community and school rates of violence within Robeson County and the other 99 counties in North Carolina using both propensity score matching and regression point displacement design.*

STRYVE: Striving To Reduce Youth Violence Everywhere

The STRYVE initiative funds a collection of public health agencies who work in partnership with local communities to prevent and reduce youth violence in whatever form it might take (CDC, 2013). All of the health departments are required to:

- *Create a comprehensive plan to prevent youth violence in their community.*
- *Implement appropriate and feasible youth violence prevention programs, policies, and practices based on best available evidence.*
- *Track and measure improvement in organizational and community capacity to prevent youth violence.*
- *Develop an evaluation plan to track and measure the implementation of the youth violence prevention plan.*
- *Produce a sustainability plan identifying the resources needed to sustain the coalition and its implemented activities.*

STRYVE is currently being implemented in Boston, Houston, Multnomah County (Portland, OR) and Monterey County (Salinas, CA) and is supported with training and technical assistance from UNITY—Urban Networks Increasing Thriving Youth.

Figure 4. STRYVE Community Approaches

Boston Public Health Commission

- *Focused on three low-income “micro-neighborhoods” within Roxbury, Dorchester, and Mattapan that are part of the city’s multi-agency Violence Intervention and Prevention Initiative.*
- *Activities include sustaining resident engagement, involving more youth, and building a longer-term vision of where the work of community mobilization will lead.*
- *Teams of residents from each neighborhood are conducting outreach and collecting data from other residents to create a neighborhood plan.*

Houston Dept. of Health & Human Services

- *Focused on 5 “super” neighborhoods with high prevalence of violence.*
- *Partners with Houston Adolescent Initiative (HAI), a group that engages youth as partners in conducting a survey to obtain information about youth assets and in creating “for youth–by youth” tools to impact health issues and to launch city-wide projects.*

Monterey County Health Department

- *Targets the Alisal community, primarily comprised of Mexican American families who experience frequent gang activity, poor school outcomes, and severe economic stress.*
- *The intent is to create a shift in the community’s thinking and norms that will lead to successful youth, healthy families and thriving neighborhoods.*

Multnomah County Health Department

- *Aims to reduce violence affecting youth by building relationships between youth, law enforcement, and community based organizations.*
- *Focused on reducing the disproportionate impact of youth and gang violence on communities of color.*

Bureau of Justice Assistance (BJA)

Project Safe Neighborhoods (PSN)

The PSN program funds activities of US Attorney offices, aimed at three objectives, 1) increased prosecution of violent organizations; 2) heightened enforcement of all federal laws; and 3) renewed aggressive enforcement of federal firearms laws. In most jurisdictions that participate in the program US attorneys partner with local law enforcement to implement programs such as: gang crime investigation and suppression, prevention and education, Gang Resistance Education and Training (G.R.E.A.T.), and data sharing and gathering. Recently, these funds have also been used to help cities implement CeaseFire types of strategies.

Byrne Criminal Justice Innovation Program (BCJI)

The BCJI program targets persistently dangerous and distressed communities, including tribal areas, to develop community-oriented strategies that utilize coordinated support from local, state, and federal agencies to build capacity and address priority crime problems. BCJI is funded by BJA, the U.S. Department of Housing and Urban Development, and the U.S. Department of Education to invest in high poverty urban, rural and tribal communities. Grantees are located in twenty-one distressed communities across the United States, including in Lowell and Springfield, MA the latter receiving a \$1M grant from BCJI in the most recent funding cycle.

Figure 5. Goals of the BCJI program

BCJI Goals								
Identify a neighborhood with a concentration of crime hot spots which have for a period of time composed a significant proportion of crime or types of crime.	Identify and build upon existing planning efforts, if any, to revitalize the neighborhood or address issues that relate to the crime issues identified.	Enhance a community-based team with the presence of criminal justice, social service, and neighborhood revitalization partners to implement the project.	Offer ongoing community engagement and leadership building support and ensure the community is engaged in the process.	Collaborate with local law enforcement and a research partner to conduct an analysis of crime drivers and an assessment of needs and available resources.	Develop a strategy that offers a continuum of approaches to address the drivers of crime, including potentially, enforcement, prevention, intervention, and revitalization strategies.	Establish effective partnerships both to provide solutions along the continuum and commit resources to sustain what works.	Implement a comprehensive and coordinated strategy with support from the BCJI TTA provider.	Assess program implementation in collaboration with research partners, and plan for sustainment of effective strategies with private and public state, local, and tribal funding

OJJDP

National Forum to Prevent Youth Violence (National Forum)

The National Forum is OJJDP's flagship national program, supported by the White House, to prevent youth violence before it starts. It targets youth up to age 24 and involves a balanced approach of strategies that are data-driven, and include prevention, intervention, enforcement, and reentry activities. National Forum communities receive modest amounts of funding from OJJDP to engage in 6 months of planning to create a comprehensive violence prevention plan, after which the communities must implement their plans using independent funding from other resource streams. Overall these communities are being asked to engage in a 4-step process, which is supported through federally funded technical assistance and training as well as additional data collection assistance tracking progress and collecting feedback from the community.

Forum communities include New Orleans, Philadelphia, Minneapolis, Camden, NJ., Boston, Chicago, Detroit, Memphis, TN., Salinas, CA., and San Jose, CA.

Figure 6. Forum four step process

Step 1: Build Partnerships and Raise Awareness

- Initiate a call to action.
- Agree on a common vision of success
- Organize a structure for developing the plan.

Step 2: Gather and Use Data to Inform Strategies

- Review current youth violence research and evidence.
- Collect and share local data on youth violence.
- Use the data to inform strategy selection.
- Identify resources and assets.

Step 3: Write the Plan

- Develop strategies and goals.
- Match resources to strategies and goals.
- Develop measurable objectives and activities.

Step 4: Implement the Plan

- Work the plan.
- Revisit and update the plan.

Spotlight on Boston – National Forum Violence Prevention Plan

THE PLAN

- Builds on the strong foundation already in place
- Takes a broad, comprehensive approach to problem-solving
- Articulates key principles, goals and objectives
- Identifies challenges and needs
- Incorporates input from a broad array of partners, stakeholders, community members and youth
- Acknowledges resource constraints
- Lays out a framework and blueprint for achieving success in reducing and preventing youth violence
- Includes an accountability process for measuring outcomes
- Incorporates national best practices and important lessons learned, but it also aligns and equips the unique collaborations already in existence

CHALLENGES IDENTIFIED DURING THE PROCESS

- Citywide coordination across various sectors
- Information sharing and communication across systems and neighborhoods
- Gaps in programming/ services/ coverage in some areas – employment, education, family support and strengthening, mental health/trauma
- Availability and use of firearms, which is being addressed in part by Mayors Against Illegal Guns legislation and advocacy work

STRATEGIC GOALS

- Facilitate interagency communication and information sharing
- Promote citywide civic engagement focused on youth violence reduction
- Enhance and coordinate multi-disciplinary, and data-driven: Prevention, Intervention, Enforcement, and Reentry

VISION

Youth and families thriving in safe and healthy neighborhoods, vibrant with opportunities for personal, spiritual, educational and economic growth

Community-based Violence Prevention Demonstration Program (CBVP)

The CBVP demonstration program has been funded by OJJDP since 2010. The program funds competitive grants to community-based and governmental organizations to change community norms regarding violence; to provide alternatives to violence when gangs and individuals in the community are making risky behavior decisions; and, to increase the perceived risks and costs of involvement in violence among high-risk young people.

Grantees must work with community-based organizations to develop and implement strategies to reduce and prevent violence, particularly shootings and killings. This is accomplished by relying on outreach workers, clergy, and other community leaders to intervene in conflicts or potential conflicts and promote alternatives to violence.

The CBVP program also involves law enforcement in its efforts and depends heavily on a strong public education campaign to instill in people the message that shootings and violence are not acceptable. Finally, the model calls for the strengthening of communities so they have the capacity to exercise informal social controls and to respond to issues that affect them, including community violence. These activities are organized into five core components that address both the community and those individuals who are most at risk of involvement in a shooting or killing: community mobilization, outreach, faith leader involvement, police participation and public education

John Jay College in the City University of New York, in partnership with Temple University, is in the midst of a five year evaluation of the following CBVP sites. Evaluation findings will be ready in fall 2015.

1. City and County of Denver Safe City Office, CO;
2. City of Oakland, CA;
3. Columbia Heights Shaw Family Support Collaborative, Washington, DC;
4. Fund for the City of New York/ Center for Court Innovation, NY; and
5. Newark, NJ.

The city of Boston received a three-year CBVP demonstration grant in 2011 and proposed a three-part strategy to include the following: 1) a neighborhood-based social norms campaign of non-tolerance toward violence, coupled with a saturated consequences campaign targeting youth "shooters"; 2) a comprehensive public health intervention addressing the "shooters" and their families in one of Boston's most violent "hot spot" neighborhoods (the Norfolk area of Mattapan) through case management, job development, transitional employment and other opportunities; and 3) a strengthening of Boston's PACT/ CeaseFire model to ensure that its current enforcement and accountability strategies, and opportunity services match the ever-changing gang culture in Boston.

State Strategies

In order to receive crucial federal funding to support justice activities, each U.S. state, territory, and the District of Columbia is required to create plans that address 1) requirements under the Juvenile Justice and Delinquency Prevention Act (JJDP); and 2) requirements under the Byrne Justice Assistance Grant (JAG) program. In addition to these requirements, the legislative bodies in these jurisdictions often require the creation of comprehensive crime prevention plans as part of a broader legislative agenda that ties the creation of these plans to later appropriation of funds to implement plan activities.

Despite all of these reasons why states should be creating plans to address youth violence, a review of current state justice

systems as well as governors offices and departments of youth and family or human services reveals very few state-level plans to address serious youth violence.^v The preponderance of state plans that do focus on violence reduction are targeting the serious problems of domestic and family violence, or focusing on school bullying and primary violence prevention against child abuse and neglect.

Over the past 15 years, juvenile justice system reforms have been the emphasis of most state-wide initiatives and the funding they command, as states move towards creating community-based alternatives to formal system processing, providing developmentally-appropriate, evidence-based services, and reducing the over

representation of minority youth at every point in the system from arrest to placement (Evans, 2012). With many states having faced consent decrees alleging violations of the JJDPA and in the context of having fewer resources to run expensive placement facilities and detention centers, many states have started to reinvest their justice dollars from the back end of the system (juvenile corrections) to the front end (diversion).

As a result, there have not been many resources available to focus statewide strategies on comprehensive violence prevention, even though many states are still experiencing persistent problems of violence in rural and urban communities alike. What's happened is that the communities in which the violence is occurring have had to take matters into their own hands and develop county-level or city-level strategies to address their violence problems. Exceptions are the 12 states shown in Table 2.¹ It's important to note that while these states all have youth violence prevention plans, that does not mean they are funding state-directed strategies implemented in local communities. As was already noted, no state has funded a

published evaluation of their statewide urban violence strategies.

One clear trend across many of the states implementing actual programming is a move towards the public health model of violence prevention. These state strategies include a multifaceted approach to the problem, tapping resources and expertise from agencies across different sectors (e.g. justice, education, housing) in partnership with all levels of community, from faith-based groups and traditional nonprofit service providers to private sector business leaders and community members, most importantly including the youth and families who often become justice involved because of the violence around them.

In those states where they have not shifted from a suppression and enforcement approach (e.g. Maryland), there is public discontent with these programs. It is easy to find media reports and advocacy groups making claims that the programs do not work, are discriminatory, and waste money that could otherwise be used to effectively address the violence issue (Justice Policy Institute, 2013).

¹ This list does not include Massachusetts' SSYI

Table 2. Serious youth violence state prevention plans and strategies (page 1 of 2)

State	Name of Plan (date)	Description of State Strategy/Program	Population Targeted	Demonstrated Outcomes/Evaluation	Contact Info.
AZ	Drug, Gang, and Violent Crime Control State Strategy (2012-2015) Program is funded through federal formula dollars (JAG, DEA, RSAT)	The strategy targets funding towards deterring repeat violent offenders and curtailing the flow of illicit drugs that perpetuate violence. Most of the funds available for the program appear to be targeted to drug task forces at the county level. Funds are also provided for drug treatment programs in adult corrections.	Drug involved and violent repeat offenders throughout the state.	No independent evaluation. Statistical analysis center acts as funding agency and also measures performance outcomes. Those data show decreases in arrests, but cannot attribute these to program impacts and cannot translate decreased arrests to less violent crime.	AZ Criminal Justice Commission 602-364-1146
CT	Project Longevity (2012) Program is funded through federal monies, likely via the PSN program	Modeled after CeaseFire: -Notify gang members that violence must stop. -Offer help. -Provide swift punishment if crime is committed and track down those associated with the crime as well.	Gang members of all ages in Hartford, New Haven, and Bridgeport. (Pilot areas)	None available yet. Program will be evaluated by John Jay College.	Governor's Office 1-800-406-1527
IL	Cure Violence: CeaseFire Illinois is the local branch (2012)	CeaseFire approach: -Violence Interrupters. -Target change in highest risk offenders. -Change group norms.	All ages. Throughout Illinois on paper, but concentrates in Chicago.	Reduced overall violence by at least 34% in all neighborhoods where implemented. Reduced retaliatory violence by 100%. Skogan, et al. (2009)	Carline Williams 312-996-8765 carline@uic.edu
MD	Violence Prevention Initiative (2007)	Intensive parole, probation and community supervision through police. Only involves adult offenders. Identifies the most dangerous supervisees using specific criteria.	Adults only. Statewide on paper, but most aggressively used in the Baltimore area.	Never independently evaluated. State reports Baltimore City has seen a 30% decline in homicides and a 41% decline in non-fatal shootings since 2007. Heavily criticized by community.	John Dunnigan 410-585-3526 JDunnigan@dpscs.state.md.us
MN	Minnesota HEALS - Hope, Education, and Law and Safety. (1997)	No community service component. Mainly focused on coordination across sectors, and crime/gang suppression. Uses elements of CeaseFire.	Statewide	Never independently evaluated.	Sharon Lubinski 612-673-2776
NM	Forum on New Mexico Gang Strategy (2012)	Series of recommendations for action. Nothing implemented yet. Gang Task Force acts as state expert to cities.	Statewide once implemented.	No mention of evaluation in state plan.	Tamera Maracantel tmarcantel@cabq.gov

State	Name of Plan (date)	Description of State Strategy/Program	Population Targeted	Demonstrated Outcomes/Evaluation	Contact Info.
NJ	NJ SAFE Task Force (2013) Hoping to receive funding from CDC	Commission presented plan to the governor with recommendations to create a statewide urban violence reduction plan, building on current efforts in NJ cities like Camden, Trenton, Newark, Atlantic City, and Monmouth County. Also updating their gun laws and prosecutorial tools.	Youth and adult offenders. Statewide, once up and running.	The law that created the Commission includes a required evaluation component once any strategy is implemented.	None- the Commission's existence ended with the completion of its report to the Governor in April 2013.
NY	Community Based Violence Prevention Project : SNUG 2009 and second round of funding in 2013	Prefers communities use the Cure Violence outreach model. Cure Violence is providing free technical support to the sites. Will allow other outreach models but only if site identifies source of TA they will be able to tap into.	Statewide in 8 most violent cities. New cohort of 7 cities. All ages.	RFP for an evaluation contract to study the state program will be awarded in October 2013.	Division of Criminal Justice Services (518) 457-8462
RI	A Report on the State of Youth Violence in Rhode Island (2012) Only violence prevention report from State Health Dept.	Creates a youth development and risk protection framework for state agencies and community providers. No funding provision comes with these strategies.	Strategies are intended for statewide use.	Evaluation is one of the recommendations in the report.	Safe Rhode Island 401-222-7627
TN	Public Safety Action Plan (2012)	Strengthening laws, sentences, and treatment of repeat violent offenders.	Non-specific. Violent crime. All ages.	None reported.	Office of the Governor bill.haslam@tn.gov
WA	Criminal Street Gang Prevention and Intervention Grant Program (2012)	Communities are required to implement the Office of Juvenile Justice and Delinquency Prevention (OJJDP) Comprehensive Gang Model.	Gang members. Tacoma & Yakima 2013 RFP will fund 2 sites (\$200k ea).	No independent evaluation. Internal evaluation provided by Washington State Institute for Public Policy (WSIPP).	WSIPP 360-866-6000

City Strategies

The ten cities with the highest per capita gun homicide rates in 2012, listed in order of seriousness were:

1. Detroit
2. Baltimore
3. Philadelphia
4. Memphis
5. Chicago
6. Milwaukee
7. Oklahoma City
8. Washington, D.C.
9. Dallas
10. Indianapolis

Cities described in this section of the report are implementing a wide range of programming to address youth violence.

Detroit

The Detroit Youth Violence Prevention Plan was created in 2012 and contains four distinct components.

Safe Routes to Schools. This is a partnership between the Detroit Police Department, Detroit Public Schools and volunteer community patrols to provide a safety net for students as they travel to and from school.

Operation Safe Passage. This is an in-school alternative to exclusionary discipline (suspensions and expulsions) designed to reverse the release of suspended students into the community where they are at higher risk of engaging in non-productive and potentially violent and/or criminal acts.

Operation CeaseFire. This is a law enforcement and community partnership designed to address the vicious cycle of revenge and retribution leading to incidents of increasingly serious violence, by confronting offenders with the consequences of their actions and providing an exit strategy from criminal activities by offering employment and social/human service support.

Summer Strategy. This is a partnership between the Detroit Workforce Development Department, Skillman Foundation, and members of the corporate and faith-based communities to provide summer employment, work readiness/life skills, and safe places for youth to participate in meaningful activities.

Baltimore

Operation Safe Kids (OSK). The program is operated in collaboration with the Baltimore Public Health Department . OSK targets juveniles at risk of future offending and out of home placement. The approach involves a youth worker who creates an individualized treatment plan for each youth based on their needs. A specialized court is also available to focus on youth from the OSK program.

Safe Streets. The program is based on CeaseFire: outreach workers run the program from a community-based organization and do street intervention to diffuse situations and connect youth with services. There is no mention of family engagement or involvement in Safe Streets programming or services. The program targets high risk youth ages 14-25, who are gang or violence-involved. Baltimore Safe Streets is one of the programs that was deemed effective through the Rapid Evidence Assessment the SSYI evaluation team conducted for the SSYI evidence and implementation review.

Baltimore also uses the Juvenile Non-Fatal Shooting and Safehouse Relocation Project,

which does not have publicly available documentation describing their practices.

Philadelphia

Youth Violence Reduction Partnership (YVRP). Philadelphia uses the YVRP, whose evaluation was spotlighted in the assessment done by the SSYI evaluation team. In brief, the YVRP approach steers youth away from violence through close and constant supervision and provides youth with necessary supports and services such as schooling, jobs, drug treatment, and counseling services (which might also be provided for participants' parents) to set them on a path to productive adulthood through relationships with responsible, helpful adults. These strategies are implemented by an Intervention Team consisting of probation officers, police, and mentors.

Philadelphia is also a National Forum city, funded by OJJDP, and recently received funding to revive Philadelphia's version of CeaseFire.

Memphis

Memphis utilizes several different funding streams to support the prevention of

violence and is guided by several different community-level strategic plans:

- *National Forum for the Prevention of Youth Violence*
- *Defending Childhood Initiative*
- *Mayor's Innovation Delivery Team (Bloomberg Philanthropies)*

The Memphis Shelby (Co.) Crime Commission is the entity that coordinates all of these initiatives, and itself has produced a county violence prevention plan. The plans all envision coordinating with one another across these many initiatives, but it has so far been difficult to translate that goal into a reality. As a result, the initiatives listed here are generally not working in concert with one another to achieve common goals for the city.

Chicago

Chicago has a long history of implementing programs aimed at reducing youth and gang gun violence in the city. Many of these initiatives have short time horizons due to funding cuts or disappointing results, while others have been sustained.

Community Violence Prevention Program.

The Community Violence Prevention Program (formerly the Neighborhood Recovery Initiative) was originally funded at \$50M and now receives state appropriations of \$15M after skepticism continued to build that the program was producing the intended results and having a real impact on violent offending. In its most recent iteration, the project now provides employment support, parent teams that help families rebuild their lives and support for neighborhood revitalization and reentry-specific supports for offenders returning from state prison. The program is implemented in twenty-three Chicago-area communities and serves individuals ages 13 to 28 years old.

Chicago is also one of the National Forum cities, and in 2012 began implementing their own version of CeaseFire called Cure Violence. The Chicago Health Department follows principles from the CDC STRYVE framework, encouraging partnership between public health and justice agencies.

Milwaukee

The largest violence prevention initiative in Milwaukee is implemented by the Medical College of Wisconsin. This multi-million

dollar project began its planning phase in 2008 and beginning in 2011 now funds four community partnerships to 1) implement violence prevention programs for youth, ages 0-11 years; 2) develop leadership capacity to prevent violence among youth, ages 12-17 years; and, 3) build and strengthen community capacity and resources to prevent youth violence. Two of these partnerships are currently being evaluated by the Medical College of Wisconsin.

Safe Streets Common Ground. This program targets two specific Milwaukee police districts to specifically reduce gang and drug-related violence in those district neighborhoods. The Office of Violence Prevention works with neighborhood leaders, church leaders, community groups, and law enforcement to decrease violence in the two districts.

Homicide Review Commission. The Homicide Review Commission reports to the Mayor and focuses on neighborhoods in order to reduce incidents of crime and violence. The Commission is comprised of law enforcement professionals, criminal justice professionals and community service providers who meet regularly to exchange

information regarding the city's homicides and other violent crimes to identify methods of prevention from both public health and criminal justice perspectives. The Commission makes recommendations based on trends identified through the case review process. These recommendations range from micro-level strategies and tactics to macro-level policy change.

Center for Community Safety. This is a program in development. The goal of this Center, if developed, would be to develop systemic change strategies by convening a multidisciplinary team of researchers, practitioners, community-based organizations, policy makers and neighborhood leaders. Using the Homicide Review Commission's real-time data, the Center would use a data-driven, problem-solving framework to address violent crime and its root causes. Current discussions address affiliating with several universities and colleges, including UWM's School of Public Health, Marquette University, and the University of Wisconsin.

Oklahoma City

In 2008, Oklahoma City received a three-year BJA grant to fund the Oklahoma City Gang and Violent Crime program. The

program was evaluated internally by the city, who determined the program helped the local police department learn how to develop and implement a functioning gang unit, but the long-term impacts on reducing violent crime in the city were more difficult to measure. In 2013, the Oklahoma Attorneys General Office awarded the city with a \$750,000 grant to pay for overtime and additional code enforcement in areas with high violent crime, along with a data warehouse that will allow law enforcement agencies to share information. The Oklahoma City police department also implements a summer basketball program that targets high risk youth who they believe will be deterred from joining gangs if kept busy at night and if given the chance to develop healthy relationships with police through the program.

Washington, D.C.

The Washington D.C. area does not have a consistent track record of implementing youth violence prevention programming that goes beyond after school programs or feel-good police programs such as D.A.R.E. The most promising program in recent years comes from the Citywide Coordinating Council for Youth Violence Prevention, which became operational in 2008.

The Council's model is based on findings from a March 2009 report commissioned by a DC Councilmember and the Council of the District of Columbia: *"Responding to Gang, Crew and Youth Violence in the District of Columbia: A Blueprint for Action."* The report recommended using a comprehensive, collaborative, youth development-oriented approach to addressing youth violence. The current project provides targeted outreach, engagement, and wraparound services to youth at-risk. The program does not define the age range targeted by the program. The program relies on collaboration among the Columbia Heights Shaw Family Support Collaborative, East of the River Clergy, Police, Community Partnership and Peaceoholics. The program boasts a 30-percent drop in youth homicides, a year in which homicides generally declined citywide, but provide no independent evaluation report to substantiate those claims.

The city is also one of five sites being evaluated in a national study of community-based violence prevention demonstration programs, funded by OJJDP. Results from the study will be ready in 2015.

Dallas

Domestic and family violence are the greatest focus of violence prevention initiatives in Dallas and may be driving the high per capita murder rate in the 2012 F.B.I. statistics. Deaths related to domestic violence jumped from 10 in 2011 to 26 the following year. The Dallas police force has a youth gang unit, but only reports using the G.R.E.A.T. program. Neither the mayor's office nor the Dallas County Health Department reports they are currently implementing any youth or gang violence prevention programs, although a 2012 community health assessment report indicated a need to address the higher than average homicide rates in Dallas County.

Indianapolis

The Indiana Violence Reduction Partnership (IVRP) is no longer actively being implemented, despite the program's effectiveness as measured in the evaluation done by Corsaro and McGarrell (2010). The program had been implemented by the Indianapolis Metropolitan Police Department (IMPD) and was modeled after the CeaseFire approach. The IMPD is working to create a new violence reduction plan (as of July 2013) in the wake of increased gun violence and will be reviewing results from the IVRP evaluation to help guide its decision-making.

Initiatives from Philanthropy and the Trauma Community

Although more limited in prevalence, the philanthropic and medical communities have provided innovations and funding to attack the youth violence problem in cities across the country. Many of the philanthropic efforts tend to provide funding to communities located within each Foundation's service area and funds address gaps from lost/reduced state or federal dollars. There are not many foundations that make substantial contributions to more serious violence prevention. City trauma centers have implemented programs that target the needs of surviving gunshot victims. These programs typically try to reduce acts of retaliation and connect victims with employment and educational opportunities. Sometimes programs expand their reach to include activities with younger youth, or teens at risk for justice involvement. Trauma centers have access to victims, their family and friends in a unique setting that no other program, police department, or social service provider can match. No rigorous evaluation of these trauma center based interventions has been conducted.

Table 3. Select philanthropic and trauma community initiatives (pg.1 of 2)

Funding Source	Location(s) Funded Name of Projects	Project Description	Target Population
<p>CA Wellness Foundation CA Endowment East Bay Community Foundation Richmond Children's Foundation</p>	<p>CA <i>CA Cities Gang Prevention Network (2007)</i></p>	<p>Cities can tailor their approaches to their community's needs. Strategies include: Periodic sweeps to get known gang members off the street, close coordination with probation and federal law enforcement officers, efforts to restrict access to guns, expanding access to preschool programs, family support services, and tutoring and mentoring for at-risk children and youth.</p>	<p>Gang-related youth in 13 communities around the state (Urban, Small City, and Large County settings).</p>
<p>Edna McConnell Clark Foundation (EMCF) In partnership with federal Social Innovation Fund</p>	<p>Chicago <i>Becoming a Man (B.A.M.)</i></p>	<p>Funds Youth Guidance, Inc. to serve over 3,000 additional youth through the B.A.M. program, an in-school program that currently consists of 30 voluntary one-hour small-group sessions (15 youth, maximum), conducted once a week during the school day over the course of the school year. Each session is organized around a lesson designed to develop a specific skill through stories, role-playing and group exercises, and includes a homework assignment to practice and apply that skill. The afterschool sports component reinforces conflict resolution skills and social and emotional learning curriculum.</p>	<p>At-risk young males in the seventh through the tenth grade in Chicago Public Schools in high poverty neighborhoods with high rates of homicide.</p>
<p>Roy A. Hunt Foundation</p>	<p>National <i>Youth Violence Prevention Initiative</i></p>	<p>They fund strategies that target multiple risk factors across the individual-, family-, school-, peer group- and community-level domains.</p>	<p>Supports work in primary prevention as well as intervention with at-risk youth and youth re-entering the community from juvenile corrections.</p>
<p>MacArthur Foundation</p>	<p>Chicago <i>New Communities</i></p>	<p>The violence prevention component of this project provides a \$15 million, five-year investment to learn what program elements, delivered at what level of intensity, and in which settings (family, school, and community) are most effective in reducing the number of youths who become shooters and victims. They are pursuing a two-part initiative: continued investment in the suppression of violence, primarily through coordinated law enforcement and criminal justice responses; and a new effort to test the effectiveness of promising strategies to prevent violence among at-risk, middle-grade youths</p>	<p>Justice-involved youth and adults as well as at-risk middle school youth.</p>

Funding Source	Location(s) Funded <i>Name of Projects</i>	Project Description	Target Population
Robert Wood Johnson Foundation ^{vi}	Boston <i>Breaking the Cycle- Boston Public Health Commission</i>	This grant provides support for Breaking the Cycle, an intensive intervention for gunshot and stabbing victims at Boston Medical Center which treats two-thirds of victims citywide. By intervening within 48 hours of emergency room admission, the program seeks to lower rates of re-injury and retaliation for gang-related assaults. This project creates four Violence Intervention Advocate (VIA) positions--two employed by the hospital as accepted members of the ER and two who work at the full-service social services agency directly across the street.	Gunshot and stabbing survivors.
Bloomberg Philanthropies	National <i>Mayor's Innovation Delivery Teams</i>	Funds Mayor's offices in Atlanta, Chicago, Louisville, Memphis, and New Orleans, where some communities use the funds to focus on firearm and gun-related violence (e.g. Memphis).	Firearms-related offenders.
Wishard Trauma Center	Indianapolis <i>Youth Violence Reduction Teams</i>	Develops life skills through wraparound case management, mentoring and counseling. Provides community education and crime prevention programs in area "hot spots" in response to a violent incident. Creates a supportive network of youth and family resources.	16-24 year olds in the four zip codes with highest violence and crime.
	<i>Prescription Hope</i>	Works with gunshot victims after incidents to educate them on retaliation consequences and to connect them with supportive services.	Trauma center patients.
	<i>Project Life</i>	2-day violence prevention curriculum: Violence consequences. Conflict resolution. Risk and protective factors. Family strategies.	12-17 year olds with a violent offense (and their parents)
Temple University Health Systems	Philadelphia <i>Cradle to Grave</i>	Begun in 2006, Cradle to Grave is a violence-prevention initiative that targets at-risk teens in a process that brings those teens into a simulated emergency room setting, in Temple University Hospital, where they re-live the final moments of a teenage victim who dies from gunshot wounds that came from street violence in the surrounding North Philadelphia area. The dramatized real-life circumstances and consequences of this teen's young death are used to offer participants a view into the "realities of street violence as a counterbalance to the glamorized notions of violence often held by urban youth."	Teens at-risk for justice or violence involvement.

Discussion

State of Current Violence Strategies

The review of federal, state, city and other youth violence prevention strategies reveals a nation that is grappling with the issue of serious urban violence mostly at the city level of action. There are very few states and no territories, which have identified this type of violence prevention as a state priority. Of the twelve states that do have a state-level plan for systematically addressing serious youth violence, only five fund and implement actual programming to advance their goals. The CeaseFire approach seems to be gaining traction in those states that are newly adopting comprehensive approaches to reducing gun violence, at a pace equal to those states who have already adopted the public health model that STRYVE embodies and which SSI also follows.

The federal support for urban violence prevention also appears to be growing in that funds are being made available to communities for violence prevention demonstration programs, replications of CeaseFire, strategic planning and needs assessment activities (National Forum), as well as efforts that attempt to prevent

generational violence (Defending Childhood).

Aside from Massachusetts, only one other state's health department (Rhode Island) is leading the violence prevention efforts in that state, and as of yet there is no funding appropriated to implement the framework that health department created. While the federal and city violence initiatives are being strongly influenced by the public health approach to violence prevention, it is clear that most state governments are still organizing their violence prevention efforts around their criminal and juvenile justice systems and prevention frameworks.

Limitations

Reviews like this may suffer from lack of access to information that is not publicly available, which is why key experts were interviewed from practice, policy, and research fields to supplement the information that is in the public sphere.

This particular review is investigating a relatively new approach to addressing urban violence by including a wider array of intervention points, involving the community in the process, and expanding the age range to prevent violent crime among

individuals historically thought of as adults (i.e., those who 18 and older). The newness of this approach is reflected in the strategies communities are using and funders are supporting. As a result, there is not an overwhelming amount of information for any one approach to the problem.

All of these are areas, which while limitations to this strategy review, will be areas that the SSYI evaluation can make contributions to as the study moves forward.

Endnotes

ⁱ Indianapolis has plans to revive their youth violence partnership program, trying to recreate their success from that program which previously produced effective evaluation results and was profiled in the SSYI evidence and strategy review.

ⁱⁱ A summary of international programs most like SSYI is included in the Appendix.

ⁱⁱⁱ One example of this is the newly released “Changing Course. Preventing Gang Membership” a jointly produced report on gang violence from the CDC and NIJ, published in September 2013.

^{iv} In addition to the strategies from these agencies, the Department of Justice has also invested considerable financial and planning resources in the Defending Childhood Initiative, which attempts to reduce and prevent children’s exposure to violence, including urban firearm violence which SSYI addresses. In many communities the Defending childhood funds are being used to address primary prevention with families, young children, and child-serving systems, while concurrently implementing secondary violence prevention strategies with youth at risk for violence or known offenders, such as those targeted in SSYI. The Department of Justice has also invested heavily in re-entry programs, many which have focused on violent and serious offenders in ways that mirror the strategies being used by SSYI with youth returning from juvenile or adult corrections.

^v Puerto Rico’s governor has been looking to the U.S. Congress and Justice Department to create a federal plan for the “Caribbean border”, which he cites as a gateway for the illicit drug crimes that drive the violence in Puerto Rico’s communities. <http://www.governordejongh.com/blog/2012/06/governor-dejongh-urges-congress-to-enact-a-caribbean-border-initiative.html>

^{vi} This foundation has recently funded a research and implementation project in NY implementing the Cure Violence model through a partnership between the Center for Court Innovation and John Jay College in the City University of New York.

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Appendix

Table 4. International Violence Prevention Programs Most Similar to SSYI

Program (citation)	Location	Intervention Components	Target
Surviving Our Streets (SOS) http://www.survivingourstreets.com	London, England	<ul style="list-style-type: none"> • Replication of Cure Violence project; similar to Save Our Streets in Brooklyn (http://www.courtinnovation.org/sites/default/files/documents/SOS_Evaluation.pdf) • Utilizes a disease control methodology • Establishes new social norms in violent communities • Offers conflict resolution sessions using Fear Adrenal Stress Training (FAST) methodology 	18-24 year olds likely to be involved in violence, either as perpetrators or victims of street and gang-related violence
Cure Violence http://cureviolence.org	London, England	<ul style="list-style-type: none"> • Partnered with CeaseFire “violence interrupter” program • Engages communities to work with high risk youth • Public health approach using disease control methodology • Trains “violence interrupters” to identify and engage individuals at high risk of becoming violent; employs ex-gang members/offenders in key areas 	18-25 year olds most likely to be involved in violence, either as perpetrators or victims of street and gang-related violence
Citizen Security Programme http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=37367265	Trinidad and Tobago (being evaluated by Inter-American Development Bank)	<ul style="list-style-type: none"> • Replication of Cure Violence project • Public health approach to interrupt the cycle of violence and change norms about behavior • Focuses on street outreach to at-risk youth, public education, faith leader involvement, community mobilization, and collaboration with law enforcement 	Youth most likely to be involved in violence, either as perpetrators or victims of street and gang-related violence
Manchester Multi-Agency Gang Strategy (MMAGS) Bullock & Tilley, 2002, 2008	Manchester, England	<ul style="list-style-type: none"> • Based on the Boston Gun Project and Operation Ceasefire • Provided young people with education and employment opportunities • Supported victims, witnesses, and the most vulnerable young people and their families • Multi-agency targeting to deter gang and gun crime 	At-risk youth

Program (citation)	Location	Intervention Components	Target
Violence Prevention through Urban Upgrading http://impumelelo.org.za/awards-programme/our-winners/city-of-cape-town-violence-prevention-through-urban-upgrading	Cape Town area, South Africa	<ul style="list-style-type: none"> • Partnered with Cure Violence project • Holistic approach to making area safer (averages 50 murders per day) • Builds capacity by training the trainers in organizational development • Constructed walkways and recreation centers • Involves the community and business owners 	Youth and young adults at risk for violence
Alance Positivo (Community Youth at Risk)	Panama	<ul style="list-style-type: none"> • Regional initiative funded by USAID as part of the Municipal Partnerships for the Prevention of Violence in Central America Program (AMUPREV) • Initiates youth development and prevention activities to address root causes of crime and gang involvement • Focuses on coordination and local capacity for better program implementation • Held focus groups with high school students and police 	Youth at risk of gang involvement and/or violence
National Social Prevention of Violence Program	Mexico	<ul style="list-style-type: none"> • Invests in 80 municipalities in 57 zones identified as most affected by drug war violence • Individually tailored programs focuses on needs of women and youth • Links local and national strategies 	Varies depending on individual program
Positive Adolescent Training through Holistic Programs (Project PATHS)	Hong Kong	<ul style="list-style-type: none"> • Promotes positive development to reduce risk and problem behavior • 3 year intervention consisting of a 20-hour program covering 15 positive youth development constructs, such as bonding, resilience, social competence, norms, thriving, etc. • Program content also covers drug issues • Randomized controlled trial using linear mixed-effect modeling controlling for gender and initial age; used self-report questionnaires 	12-15 year olds

Program (citation)	Location	Intervention Components	Target
Four interventions in police crime prevention programs	North Rheinland Westphalia, Germany	<ul style="list-style-type: none"> • 4 different police crime prevention programs with aim of reducing recidivism of persistent youth offenders • Aims to reduce youth contacts with negative social environment • Cooperation between schools, youth welfare office, police, prosecution, and the court • Centralized law enforcement activities; internal police database of multiple offenders 	13-21 year old persistent youth offenders
Community-Based Crime and Violence Prevention Project http://pdf.usaid.gov/pdf_docs/PDACS892.pdf	El Salvador	<ul style="list-style-type: none"> • Aims to reduce gang recruitment of youth and community crime and violence • Provides opportunities for basic education, vocational training, and leadership for youth 	At-risk youth
Crime Prevention Program http://www.idrc.ca/EN/Themes/Evaluation/Pages/ProjectDetails.aspx?ProjectNumber=106719	Guatemala	<ul style="list-style-type: none"> • Builds awareness of the causes of crime and promotes crime-prevention activities through community-led approach focused on youth • Alliance of national and local businesses, service clubs, public agencies, and nongovernmental agencies • Engages students, parents, educators, and local authorities to provide activities and training for youth and young adults 	At-risk youth
Violence Reduction Unite (VRU) Squires et al., 2008	Scotland	<ul style="list-style-type: none"> • National policy body targets all violent behavior with a public health approach • Police are members of the WHO's Violence Prevention Alliance • Links health, education, and parenting organizations to change behavior 	Universal