

# Multi-Sector Partnerships for Preventing Violence

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## **PART 4 of 4**

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Appendices and References

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(abridged)

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# CHART OF MUNICIPAL AGENCIES' CONNECTIONS TO PREVENTING VIOLENCE

## Appendix A

**S**ectors, departments and agencies have varying degrees of connection to the problem of violence and its solutions. Based on what is most common or likely, each of the municipal sectors, agencies and departments in the table below have been assigned one or more of the following relationships to violence or to preventing violence:

- Primary functions include preventing violence before it occurs.
- Primary functions include dealing directly with violence and its aftermath.
- Functions include enhancing resilience factors or reducing risk factors associated with violence.
- Works with a population at risk for violence, but the main focus is something other than violence or preventing violence.
- Functions include reaching a lot of people with information.
- No obvious relationship to preventing violence.
- Functions relate to informing or setting local priorities.

<b>Department</b>	<b>Relationship to Violence and Preventing Violence</b>
Animal Care and Control, see page 192 in Part 3 of this guide	Works with a population at risk for violence, since individuals who abuse pets may also use violence on people, for example, but the main focus is something other than violence.
Arts and Culture	Functions include enhancing resilience factors or reducing risk factors associated with violence, such as by creating opportunities for artistic and cultural expression.
Assessor	Functions include reaching a lot of people with information, such as through notices on the value of taxable property.
Auditor and Inspector General	Functions include reaching a lot of people with information that helps ensure government accountability. Functions relate to informing or setting local priorities, such as by improving how governments provide programs and services.
Aviation	Functions include enhancing resilience factors or reducing risk factors associated with violence, such as by expanding creating jobs and supporting commerce and tourism.
Boards and Commissions	Depending on the purpose and purview of the board or commission, functions relate to informing or setting local priorities and may include enhancing resilience factors or reducing risk factors associated with violence.

<b>Department</b>	<b>Relationship to Violence and Preventing Violence</b>
Budget and Research	Functions relate to informing or setting local priorities based on available funds and promising or best practices for local government.
Children and Family Services, see page 196 in Part 3 of this guide	By supporting families, primary functions include preventing violence before it occurs. Primary functions also include dealing directly with violence and its aftermath, and responding to reports of child abuse or neglect, for example. Functions include enhancing resilience factors or reducing risk factors associated with violence, such as by promoting positive relationships and attachments, especially between children and their caregivers. Works with a population at risk for violence, but the main focus is something other than violence.
City Council and Board of Supervisors, see the Governance chapter on page 120 in Part 3 of this guide	Safety is a priority for residents, so primary functions include preventing violence before it occurs and dealing directly with violence and its aftermath. Functions include enhancing resilience factors or reducing risk factors associated with violence, such as quality schools, economic opportunities, and addressing community deterioration. Functions relate to informing or setting local priorities.
City and County Attorneys or Law Department	Primary functions include dealing directly with violence and its aftermath by prosecuting misdemeanors and code violations, advising city departments and handling all legal matters for the city, including claims against the police department.
City and County Clerks	No obvious relationship to preventing violence.
City and County Managers	Functions relate to informing or setting local priorities, since managers oversee all day-to-day operations of the municipality including the budget.
Code Enforcement	Functions include enhancing resilience factors or reducing risk factors associated with violence, by promoting a clean, safe built environment and keeping community deterioration at bay. Works with a population at risk for violence, but the main focus is something other than violence or preventing violence.
Community Development	Functions include enhancing resilience factors or reducing risk factors associated with violence, such as by training groups of people to affect change in their communities and thereby increasing collective efficacy and strong social networks.

<b>Department</b>	<b>Relationship to Violence and Preventing Violence</b>
Community Preparedness, Emergency Management and Homeland Security	Works with a population at risk for violence, but the main focus is something other than violence. Communities impacted by violence are often the most vulnerable to disasters and benefit from additional planning and coordination to hasten recovery after disasters.
Constructions and Building Permits	Functions include enhancing resilience factors or reducing risk factors associated with violence, by ensuring safe construction and physical structures that comply with building codes.
Convention and Visitors Bureau	Functions include enhancing resilience factors or reducing risk factors associated with violence, such as by promoting service jobs and related economic opportunities.
Courts, see the Justice chapter on page 82 in Part 3 of this guide	Primary functions include dealing directly with violence and its aftermath, such as by presiding over trials where those accused of crimes present a defense.
Economic Development, see the Economic chapter on page 94 in Part 3 of this guide	Functions include enhancing resilience factors or reducing risk factors associated with violence, such as by promoting entrepreneurship and other business opportunities.
Elections	Functions include reaching a lot of people with information, such as through voter information guides.
Environment and Air Quality	Works with a population at risk for violence, but the main focus is something other than violence. Neighborhoods impacted by violence are often the most affected by polluted air from nearby freeways or poor soil and water runoff quality from illegal dumping, for example.
Equal Opportunity and Diversity	Works with a population at risk for violence, but the main focus is something other than violence. Communities of color and low-income neighborhoods that are most affected by violence are often also hampered by other social barriers and prejudices, such as by employment discrimination and historic disinvestment.
Finance and Treasurer	Functions include reaching a lot of people with information, such as by sharing how municipal funds are invested, managed or disbursed.
Fire	Primary functions include dealing directly with violence and its aftermath, as first responders providing rescue and emergency medical services.

<b>Department</b>	<b>Relationship to Violence and Preventing Violence</b>
Health Services and Hospitals, see the Did You Know? box on page 139 in Part 3 of this guide	Primary functions include dealing directly with violence and its aftermath, specifically injuries from violence. Functions include enhancing resilience factors or reducing risk factors associated with violence, such as by strengthening weak health policies and laws.
Housing, see page 200 in Part 3 of this guide	Functions include enhancing resilience factors or reducing risk factors associated with violence, such as ensuring that housing and other physical structures in the neighborhood are safe places to live. Works with a population at risk for violence, but the main focus is something other than violence.
Human Resources	Functions include reaching a lot of people with information, such as by sharing information with all public employees on benefits and training.
Human Services, see page 207 in Part 3 of this guide	Functions include enhancing resilience factors or reducing risk factors associated with violence, by connecting individuals and families to assistance that fulfills basic needs.
Information Technology	Functions include reaching a lot of people with information. This department can also help coordinate data across multiple sectors.
Jail	Primary functions include dealing directly with violence and its aftermath, when people are confined as a form of short-term detention or punishment.
Library, see page 212 in Part 3 of this guide	Functions include enhancing resilience factors or reducing risk factors associated with violence, such as by promoting community connectedness and academic success.
Liquor Licenses and Control	Functions include enhancing resilience factors or reducing risk factors associated with violence, i.e., alcohol abuse and high alcohol outlet density.
Mayor's Office, see the Governance chapter on page 120 in Part 3 of this guide	Safety is a priority for residents, so primary functions include preventing violence before it occurs and dealing directly with violence and its aftermath. Functions include enhancing resilience factors or reducing risk factors associated with violence, such as quality schools, economic opportunities, and addressing community deterioration. Functions relate to informing or setting local priorities.
Medical Examiner	Primary functions include dealing directly with violence and its aftermath, by determining causes of death and investigating unusual deaths and injuries.
Mental and Behavioral Health, see page 217 in Part 3 of this guide	Functions include enhancing resilience factors or reducing risk factors associated with violence, such as by improving access to mental health and substance abuse services. Primary functions include dealing directly with violence and its aftermath, to promote emotional healing and prevent trauma.

<b>Department</b>	<b>Relationship to Violence and Preventing Violence</b>
Neighborhood Services, see the Community Services chapter on page 70 in Part 3 of this guide	Functions include enhancing resilience factors or reducing risk factors associated with violence, such as by facilitating the coordination of resources and services among community agencies. Works with a population at risk for violence, but the main focus is something other than violence or preventing violence.
Parks and Recreation, see page 224 in Part 3 of this guide	Functions include enhancing resilience factors or reducing risk factors associated with violence, such as by promoting community connectedness and creating opportunities for meaningful participation.
Planning and Zoning, see page 230 in Part 3 of this guide	Functions include enhancing resilience factors or reducing risk factors associated with violence, such as by designing communities in ways that promote safety.
Police and Sheriff, see the Justice chapter on page 82 in Part 3 of this guide	Primary functions include dealing directly with violence and its aftermath. Functions relate to informing or setting local priorities, since police chiefs and sheriffs have credibility and sway.
Probation and Parole, including Juvenile Probation, see the Justice chapter on page 82 in Part 3 of this guide	Primary functions include dealing directly with violence and its aftermath. Functions include enhancing resilience factors or reducing risk factors associated with violence, such as ensuring that those returning to the community from prison have viable employment, good mental health, and skills for solving problems without violence.
Procurement	Functions include enhancing resilience factors or reducing risk factors associated with violence. One example is to favor vendors who have demonstrated support for efforts that prevent violence, such as by hiring local young people as interns and apprentices or by using ban-the-box hiring policies.
Public Defender	Primary functions include dealing directly with violence and its aftermath, especially when people accused of crimes cannot afford to hire an attorney.
Public Health, see page 130 in Part 3 of this guide	Primary functions include preventing violence before it occurs. Primary functions include dealing directly with violence and its aftermath, such as its physical and mental health consequences. Functions include enhancing resilience factors or reducing risk factors associated with violence. Works with a population at risk for violence, but the main focus is something other than violence or preventing violence.

<b>Department</b>	<b>Relationship to Violence and Preventing Violence</b>
Public Information and Data	Functions include reaching a lot of people with information. This department can also help coordinate data across multiple sectors.
Public Works, see page 238 in Part 3 of this guide	Functions include enhancing resilience factors or reducing risk factors associated with violence, such as by reducing blight through clean-up projects.
Redevelopment	Functions include enhancing resilience factors or reducing risk factors associated with violence, such as by addressing urban decay by converting older structures for new uses, for example.
Schools, see the Education chapter on page 107 in Part 3 of this guide	Functions include enhancing resilience factors or reducing risk factors associated with violence, in particular by promoting connection and commitment to school and minimizing academic failure.
Small Business Enterprise	Functions include enhancing resilience factors or reducing risk factors associated with violence, specifically by expanding economic opportunities.
Solid Waste	No obvious relationship to preventing violence.
Superintendent of Schools, see page 244 in Part 3 of this guide	Functions include enhancing resilience factors or reducing risk factors associated with violence, such as strengthening weak educational policies and laws. As chief administrator in a school district, the superintendent's functions relate to informing or setting local priorities.
Transportation and Parking, see page 249 in Part 3 of this guide	Functions include enhancing resilience factors or reducing risk factors associated with violence, such as by ensuring safe passage through gang territory and connecting segregated neighborhoods.
Water Services	Functions include reaching a lot of people with information, such as by sending notices on the quality of tap water.
Women, Infants and Children Program	Works with a population at risk for violence, but the main focus is something other than violence.
Workforce Development, see page 257 in Part 3 of this guide	Functions include enhancing resilience factors or reducing risk factors associated with violence, such as by training workers and reducing unemployment rates.

## METHODOLOGY

### Appendix B

To identify municipal sectors, agencies and departments, Prevention Institute reviewed the city and county websites for the 10 U.S. cities whose mayors had signed memoranda of understanding to be part of the UNITY City Network. This yielded a list of 60 departments and agencies.

For each department, staff identified how each sector, agency or department relates to violence or to preventing violence (see Appendix A on page 265, Chart of Municipal Agencies' Role), and assigned a rating corresponding to its role or potential involvement.

This guide reflects findings of a literature review and the two rounds of interviews with practitioners. For the sectors, agencies and departments identified by the ratings system as most closely associated with violence or preventing violence, Prevention Institute conducted a literature review to understand how they relate to this issue and to identify strategies they may have in place. These eight sectors, agencies and departments are:

- Community Services
- Justice
- Economic
- Education
- Governance
- Housing
- Public Health
- Social Services

Prevention Institute also interviewed practitioners about collaboration and coordination to prevent violence in cities, about formal and informal partners, and about the types of tools and training that would support on-the-ground efforts. Prevention Institute interviewed violence prevention coordinators and directors, as well as any people identified as leading municipal efforts to prevent violence in 13 cities that participate in the UNITY City Network:

- Baltimore
- Boston
- Cleveland
- Houston
- Louisville, Ky.
- Minneapolis
- Newark
- New Orleans
- Oakland, Calif.
- Portland, Ore.
- Salinas, Calif.
- St. Louis
- San Diego
- Seattle

Interviewees represented health departments, mayors' offices and other municipal departments, and this cohort included lead violence prevention staff in several cities. These practitioners then identified local partners from other sectors for a second round of interviews. Using snowball sampling, Prevention Institute interviewed professionals in key sectors about their agency or department, about violence in their city or county, their participation in local efforts to prevent violence, and how they would most like to contribute to a multi-sector effort addressing violence. See the Acknowledgements on page iv in Part 1 of this guide for a list of people who were either interviewed or who reviewed specific chapters.

## **COLLABORATION MULTIPLIER WORKSHEETS**

### Appendix C

The blank worksheets on pages 273 and 274 are designed for use by your collaborative group as you walk through the steps of the Collaboration Multiplier process. A completed Grid Worksheet is a typical outcome of Phase I: Information-Gathering, and a completed Analysis Worksheet is a typical outcome of Phase II.

These worksheets are based on groups with four members, but there is no limit to the number of partners. Your group may have two, six, 10 or more organizations involved. Feel free to make copies of these worksheets, or to create new versions based on these templates.

# Grid Worksheet for Collaboration Multiplier: Phase I

	Partner A:	Partner B:	Partner C:	Partner D:
Information-Gathering Categories:				

Categories include: Mandate, strategies and activities, assets and strengths, organizational goals, audience and partners, data, desired outcomes and organizational benefit

# Analysis Worksheet for Collaboration Multiplier: Phase II

GOAL: \_\_\_\_\_

<p><b>Shared Outcomes</b> <i>What can be achieved together?</i></p>	<p><b>Collective Strengths and Assets</b> <i>What partner strengths can the collaborative group utilize?</i></p>	<p><b>Joint Strategies</b> <i>What strategies can two or more partners work on together?</i></p>
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Partner A:


Partner C:


Partner B:


Partner D:


# FEEDBACK FORM: MULTI-SECTOR PARTNERSHIPS FOR PREVENTING VIOLENCE

## Appendix D

Thank you for taking the time to provide feedback on this publication. You may email comments to [unity@preventioninstitute.org](mailto:unity@preventioninstitute.org), fax the completed form to 510-663-1280, or mail it to UNITY, c/o Prevention Institute, 221 Oak Street, Oakland, CA 94607.

1. What aspects of this guide are most valuable for your work?

2. What will you do differently as a result of this guide? Describe the actions this guide has inspired you to take. We also welcome stories of how your community is preventing violence, for possible inclusion in a future edition.

3. Who else needs to know about this resource? List some audiences we should reach out to who would benefit from the guide

*(Continued on page 276)*

*(Continued from page 275)*

4. How could this how can this guide be improved? Please share your suggestions for how to strengthen this guide and make it even more useful.

5. Please check the sectors and departments you identify with or represent:

**Public Sector**

- Community Services
- Justice
- Economic
- Education
- Governance
- Public Health
- Other:

**Private Sector**

- Business
- Faith Community
- News Media
- Other:

**Specific Departments**

- Animal Care and Control
- Children and Family Services
- Housing
- Human Services
- Library
- Mental and Behavioral Health
- Parks and Recreation
- Planning and Zoning
- Public Works
- Superintendent of Schools
- Transportation
- Workforce Development
- Other:

6. Your Name, Affiliation and Contact Information (optional):

## UNITY OVERVIEW

### Appendix E

**A** Prevention Institute initiative, Urban Networks to Increase Thriving Youth (UNITY) builds support for effective, sustainable efforts to prevent violence before it occurs, so urban youth can thrive in safe environments with ample opportunities and supportive relationships.

### The Approach

UNITY utilizes a public health, or prevention, approach to violence. Prevention is a viable and critical component of a balanced approach that also includes intervention, enforcement and suppression. High-quality prevention incorporates data collection and analysis to pinpoint the populations and locations at greatest risk, and identify risk and resilience factors. The public health approach develops and utilizes effective strategies to prevent violence before it occurs and reduce the impact of risk factors and the likelihood of recurrence of violence. This approach engages multiple sectors to work in coordination with each other and with community members.

UNITY's efforts are two-fold. The initiative supports cities in developing, implementing and evaluating effective and sustainable prevention efforts. In addition, it increases awareness of what's needed to prevent violence in the first place and builds momentum for such approaches, so urban communities can have peaceful streets and thriving youth.

### UNITY Activities

- **Coordinate the UNITY City Network.** A growing number of cities and counties have joined the UNITY City Network. Committed to preventing violence before it occurs, the network's members share successes and challenges, learn from one another, and inform UNITY tools and strategies. UNITY offers training and technical assistance to this peer network, and it highlights local successes through publications, conferences and online.
- **Guide Prevention Practice.** UNITY develops tools, provides training and technical assistance, so local efforts are effective and sustainable. It also connects practitioners to national experts and shares model practices to enhance local prevention efforts. The UNITY RoadMap, for example, provides a framework for communities to collaborate with high-level leaders and many government sectors in designing effective prevention strategies grounded in research and practitioner wisdom. The Guidebook to Strategy Evaluation offers advice so efforts stay on track and achieve desired outcomes. Access all the tools and without charge at the UNITY website, [www.preventioninstitute.org/unity](http://www.preventioninstitute.org/unity), and popular UNITY publications are listed at [www.preventioninstitute.org/unitylinks](http://www.preventioninstitute.org/unitylinks).

- **Make the Case.** UNITY shares information that supports the inclusion of prevention strategies in urban efforts to address violence. By developing case studies about effective strategies, highlighting the costs and benefits, and providing language for use in media releases and press conferences, UNITY has helped city and community leaders justify a prevention approach. The UNITY-commissioned paper *Moving from Them to Us: Challenges in Reframing Violence Among Youth* also includes recommended actions for building political and social will for preventing violence.
- **Educate Decision-Makers and Inform National Strategies.** UNITY knows what works in the prevention field and what will work for cities. The UNITY Urban Agenda for Preventing Violence Before It Occurs and UNITY Policy Platform were developed in partnership with the UNITY City Network, for example. These publications describe what cities need to prevent violence and to see enduring results.

## Making an Impact

The eight-year evaluation measured UNITY's impact on efforts to prevent violence affecting youth and its responsiveness to city needs. Findings indicate that UNITY is meeting its goals in the following ways:\*

### Increased Public Health Involvement

- Public health departments are much more involved in citywide youth violence prevention strategies and activities since UNITY's inception, and in some cities, are leading efforts. Nearly 90 percent of strategic plans to address youth violence reflected input of the local health department.
  - 91 percent of city representatives said the health department was the lead sponsor of the local coalition to address violence.
  - Besides the governance sector, health departments are the most likely to sponsor a youth advisory body.
- Improved Collaboration and Engagement

### Improved Collaboration and Engagement

- Cities collaborate with a variety of entities including each other, national partners, community partners, and internally among various agencies and departments.
- Engagement of leadership and community members has generally increased for cities since becoming involved with UNITY. For example, 93 percent of cities have formed a local coalition or other network that addresses violence.
- Cities report increased collaboration among the mayor's office, police department, schools and health department since joining UNITY.
- Nearly three in four cities said that collaboration with the local health department increased.
- 60 percent of cities reported that collaboration with community members and youth increased since joining UNITY. Community members and youth are involved in determining priorities and activities for preventing youth violence, and implementing activities.

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\* Weiss, B. & Kelley, M. (2013). *UNITY Assessment II: Results of an Innovative Initiative to Improve the Urban Response to Youth Violence*. Los Angeles: UCLA Fielding School of Public Health.

### **Enhanced Strategic Planning**

- All UNITY cities either have a city-wide plan to address youth violence or have discussed developing them.
- All cities reported developing their strategic plans in partnership with other sectors.
- Every city representative said that governance, education, community services, and justice sectors worked together with youth-serving organizations to develop the plan.  
Strengthened Attention to Prevention
- Cities are starting to shift actions towards prevention of youth violence and not solely relying on intervention or suppression methods.
- Partner organizations and agencies report increased attention on and conversation about the youth violence problem nationwide.
- Two-thirds of cities either created plans or significantly modified existing plans since they joined UNITY. Modifications include incorporating primary prevention strategies and elements of the UNITY RoadMap.

### **Increased Use of UNITY Resources**

- All cities reported using various UNITY resources and tools, with technical assistance and networking opportunities noted as particularly useful.
- 75 percent of cities reported that their efforts to prevent violence are more effective because of UNITY's trainings, technical assistance, and tools.
- All cities said that access to violence prevention experts through UNITY helped improve their strategic plans, as did UNITY events, networking with other cities, technical assistance on preventing violence affecting youth, and UNITY webinars and publications.
- 85 percent of cities report using the UNITY RoadMap.
- Joining the UNITY initiative has directly resulted in increased collaboration among cities.
- City representatives value networking opportunities with other cities, and more than 85 percent of cities in the UNITY City Network communicate with other cities.
- Representatives know a point of contact, share information and communicate with an average of eight other cities.

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