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| The New Haven Community Violence Prevention Group |
| A City-Wide Community Academic Collaboration |
| Selected Strategies for Community Gun Violence Prevention |
| New Haven, ConnecticutSeptember 2014 |

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**ACKNOWLEDGEMENTS AND SOME LIMITATIONS OF THE REPORT**

The New Haven Community Violence Prevention Group is appreciative of the turnout on March 14, 2014 when our Group of 25 was expanded to include a total 61 individuals who came together to identify selected strategies to address ways to prevent violence. Additional individuals joined our work bringing the total number participating in development of this report to 70. As a Group without a budget and a staff we had to limit the comprehensiveness of our strategies. We focused on those strategies that address some immediate issues such as getting guns off the streets to more long range and difficult to measure strategies of improving the resilience and health of families and neighborhoods so the local neighborhoods no longer tolerate violence. The strategies, objectives and actions the Group has identified are clear. The individuals and organizations needed to work together to achieve the objectives will continue to evolve as will the indicators of success and sources of information needed to track progress. We are hoping that certain organizations will take the lead in organizing others to address immediate, intermediate and long range strategies and develop stronger measures of success. The work contained in this document is just the beginning of action.

While we are focused on a number of new strategies and actions, the New Haven Community Violence Prevention Group needs to acknowledge significant reductions in gun violence and improved relations with neighborhoods under the leadership of Police Chief Esserman. Since Chief Esserman began his tenure the Police Department has returned to community policing, building more trusting relationships with community members; reinstituted a weekly crime statistics review called ComStat which is open to the public; aggressively solved homicides through its Shooting Task Force; developed several advisory to obtain regular input from youth, clergy, and surviving family members of homicide victims; Chief Esserman has expanded the PAL program for youth; brought in model programs to New Haven along with other best practices including initiating regional efforts. These efforts have had a measurable impact and made our city safer for all allowing to look at longer range strategies for preventing gun violence. He has also been a faithful member of the Group.

The Group would like to give special thanks to Jessica Holzer, PhD, MA who provided so much support helping to facilitate the March 14 retreat, synthesizing the proceedings of the retreat and subsequent workgroup meetings as well as collecting and incorporating additional input that was generated after each workgroup meeting and repeated reviews of the report by Group members. She also was the principal preparer of this report for the Group. Her time was supported with some funding from the Agency for Healthcare Research and Quality T32 grant (HS017589, PI Bradley) and from Dr. Andrew Papachristos in the Department of Sociology at Yale University. The Group would also like to thank the New Haven Family Alliance, which has supported Barbara Tinney’s time to Co-chair the Group, and the Robert Wood Johnson Foundation Clinical Scholars Program at Yale, which has supported the time of Georgina Lucas, the other Co-chair. Lastly, we would like to thank the United Way of Greater New Haven for providing a welcoming and accommodating space, and Ms. Lauren Harris from the United Way who ensured our Group had whatever support we needed before and during the meetings.

This has truly been a collaborative effort among many different and diverse individuals committed to finding ways to prevent community gun violence. We hope others mentioned in the report will take up the mantle to advance the Group’s recommended strategies and objectives.

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EXECUTIVE SUMMARY

In the past three years, New Haven has made significant progress in reducing gun violence several thanks to the several law enforcement and other community-based efforts; however, gun violence in New Haven, as in other urban areas, continues to be a daunting public health challenge, resulting in harm to individuals, families, and neighborhoods. The burden of gun violence takes its victims at a young age, and as a result, claims as many years of life lost before the age of 65 as heart disease or cancer. Furthermore, it primarily affects African American and Hispanic men between the ages of 18 and 39 and in New Haven is the leading cause of death for males aged 15 to 39. As a result, New Haven loses the lives of residents who could be community assets and loses economic and social contributions that can be felt across generations. Persistent exposure to gun violence also creates a toxic environment negatively impacting the health and development of children as identified in a recent policy brief published by Princeton University and the Robert Wood Johnson Foundation, entitled the
“Fragile Families Study”.

The New Haven Community Violence Prevention Group (NHCVPG or Group), a volunteer collaboration composed of 70 individuals from across a spectrum of neighborhoods, service providers, agencies, city government, and academic institutions, came together to identify selected strategies for gun violence prevention in New Haven. These selected strategies have been generated by the Group and have wide support among Group members.

The strategies approach gun violence as a preventable problem with diverse and interacting causes; therefore, the selected strategies listed are broad and overlapping. The most immediate violence prevention strategies are containment such as those instituted by the New Haven Police Department and others. We have also identified intermediate strategies to engage the broader service sector in prevention and long range strategies engaging other institutions, business, community and family. The NHCVPG wants to build on and support the important work being done while bringing other individuals and groups into the violence prevention arena.

The priority strategies identified include:

1. Remove Guns from Streets
2. Restore Services for Prisoner Re-entry and Transition
3. Expand Economic Opportunities for Populations at Highest Risk for Gun Violence
4. Implement the Balanced and Restorative Justice Model in Schools
5. Provide Training in Advocacy for Community Members and Community Organizations
6. Support Neighborhood Efforts to Increase Social Cohesion and Community Resilience

For each of the strategies, we have suggested specific *Objectives*, *Actions*, *Measures of Success* and *Sources of Data*. We have also listed *Key Persons and Mobilizing Organizations* who we believe will have the special capacity to pursue the objectives and develop or enhance programs.

The Group understands that collective action is essential to the prevention of gun violence; therefore, we have sought to establish strategies that overlap and intersect with existing efforts in the city. We seek to engage with others who are addressing violence throughout the city in ways large and small. We firmly believe that success in removing gun violence from our city requires that we work together to build safe, resilient neighborhoods for all of our residents. New Haven has innumerable strengths on which we can build, and these strategies aim to use them all to ensure the residents of New Haven the bright futures they all deserve.

# BACKGROUND

The New Haven Community Violence Prevention Group (the Group) began meeting in the fall of 2011 with a common interest in understanding the health and community-level impacts of gun violence in the city. Barbara Tinney, Executive Director of the New Haven Family Alliance and Georgina Lucas, Deputy Director of the Yale Robert Wood Johnson Foundation Clinical Scholars Program, were invited to co-chair the Group because of their history in partnering on other violence prevention projects. The Group enjoyed the consistent presence of the Chief of Police, representatives of the New Haven School System and Health Department as well as broad representation of community and neighborhood based organizations and individuals who directly experienced the results of violence.

Initial goals of the Group included: 1) understanding and supporting Group members’ efforts to prevent gun violence such as Community Policing, the Police Department’s reinstitution of a weekly ComStat, the Shooting Task Force as well as the Street Outreach Workers Program, NHPS reductions in suspensions and expulsions, the Juvenile Review Board, the City-Wide Youth Coalition, Project Longevity, Community Mediation initiatives and the production and dissemination of the video, *5K Motion* and 2) addressing the issue of community trauma caused by repeated gun violence in neighborhoods and the resulting erosion of social bonds and support among neighborhood residents.

The Group subsequently launched two initiatives to address community trauma caused by gun violence: Community Resilience Teams and YouthHaven. Community Resilience Teams have begun work in Newhallville and West River. Their first project, launched in January 2012, implements evidence-based strategies to foster community cohesiveness and build resilience. It includes connecting with key leaders in the communities, door-to-door canvassing to identify community-building activities, and distributing a resource packet for each household to use in response to a gun violence event.

YouthHaven, launched in August 2012, is a youth-driven project that engages other youth in identifying ways to prevent community gun violence. With full support from the Group, YouthHaven was established through an NIH grant and trains high school students from neighborhoods across the city, known as Youth Ambassadors who have engaged other local youth and adults to discuss their perspectives on the causes and consequences of youth violence in the city. Their findings and experiences are incorporated in this report.

The Group sought a collaborative approach to prevent gun violence in New Haven. At a March 14, 2014 retreat, the Group was expanded and all agreed to identify and prioritize strategies to address violence that would emphasize prevention in the context of a public health approach. Sixty-one participants attended, representing individuals personally impacted by violence, clergy, youth organizations, community-based organizations, neighborhood groups, mental health organizations, the New Haven Police Department, the New Haven Health Department, the New Haven School System, Yale-New Haven Hospital, Gateway Community College and others. (A complete list of attendees can be found at the end of the report in **Appendix A**). Subsequent working group meetings were conducted over the spring and summer to finalize this report.

# GOAL OF THIS DOCUMENT

The goal of this document is to present city leaders and other stakeholders with a set of priorities and selected strategies for action to strengthen efforts to prevent and address gun violence in New Haven.

# VISION

The vision of the Group is a New Haven free of gun violence, composed of resilient communities and healthy, thriving families.

We approach gun violence, and all violence, as a public health challenge. Therefore, we aim to create circumstances that decrease the risk of gun violence and increase the positive opportunities for individuals and neighborhoods. We believe in strengthening communities that have experienced the greatest burden of gun violence, and engaging communities where gun violence has been rarer, but harmful effects have been felt.

Our approach is guided by the social-ecological model (Figure 1) that acknowledges the complex interplay between individual, family, peer, community, institutional, and societal factors that affect gun violence. We therefore propose strategies that address these many domains of influence including: 1) economic opportunities; 2) education; 3) families; 4) community engagement; and 5) law enforcement/corrections.

**Figure 1.** Social-ecological model used to present the complex interplay of influences on violence and prevention.[[1]](#footnote-2)

Societal:

- Availability/lack of firearms

- Law enforcement approaches

- Presence/absence of poverty

- Presence/absence of structural racism

**Individual**

**Family Systems**

**Community**

**Society**

Structural:

- Economic opportunities

- Educational opportunities

- Concentration of poverty

Community:

- Community involvement

- Community resilience

- Community resources

Family/Social Networks:

- Overall family functioning

- Peer group association

- Social support/isolation

- Economic stability

Parental:

- Parental involvement

- Parental education

- Parental income

- Emotional ties to parent

Individual:

- Presence/absence of violent victimization

- Childhood behaviors

- Academic performance

- Presence/absence of risk/protective factors

# THE STATE OF GUN VIOLENCE IN NEW HAVEN

Figure 2.Violent crime rates by New Haven Census Tract, 2005-2012

New Haven has been addressing gun violence for many years and rates of gun violence have dropped substantially since a peak in 2011 of 34 homicides and 133 non-fatal shootings.[[2]](#endnote-2) Nevertheless, the nature of the homicides as well as non-fatal injuries resulting from gun violence occurring in the City create compelling reasons to continue to push for reductions in gun violence, and strengthening neighborhoods. Gun violence is the leading cause of death for males age 15-39 in New Haven. Due to the early age at which violence tends to take lives, it results in as many years of life lost before the age of 65 as cancer or heart disease, which tend to strike later in life.[[3]](#endnote-3)

Young African American and Hispanic men experience the greatest burden of gun-related homicides. From 2008 to 2012, eighty percent of homicides in New Haven involved firearms, and among the victims of homicides, 96% were male, 73% were African American and 14% were Hispanic.[[4]](#endnote-4) The effects on African American and Hispanic families and New Haven neighborhoods and communities go beyond the death toll from gun-related homicides. Among the 6 lowest-income neighborhoods in New Haven, 70% of adults reported feeling unsafe walking in their neighborhood at night, and even in the daytime, 30% of adults reported feeling unsafe walking outside.[[5]](#endnote-5)Though the vast majority of New Haven residents in all neighborhoods are never injured by a firearm, the indirect burden on their health and well-being may be substantial.[[6]](#endnote-6)

Violent crimes also contribute to and are exacerbated by economic disadvantage. It is unsurprising to note that the highest rates of violent crime in New Haven are concentrated in the areas of New Haven that are the most impoverished and racially/ethnically isolated. (Figure 2) Roughly 20% of the area of New Haven is considered high risk for violent crimes, and between 2003 and 2010, at least 75% of violent crimes occurred in these areas.[[7]](#endnote-7) New Haven also has many residents who have prior involvement in the criminal justice system, a risk factor for economic disadvantage and violence. In 2007, over 1,200 people were returned to New Haven on parole or early release from the Connecticut Department of Corrections,[[8]](#endnote-8) and an additional 2,800 probationers live in New Haven. In 2008, 75% of homicide victims and suspects in New Haven had at least one prior felony conviction.[[9]](#endnote-9)

The perceived and real lack of economic opportunities for youth, young adults and others in neighborhoods in the city has been identified by youth as a reason that their peers become involved in violence; one young respondent said:

*“Kids turn to the streets for two reasons: one, it’s easy to get the money. You don’t need a job application, you just need a little cash and you can start hustling. Two, they’re scared to fail. They don’t see role models who are succeeding off the street, and they are scared that if they move past their comfort zone, they won’t get anywhere.”[[10]](#endnote-10)*

Economic opportunities in New Haven are limited by lack of available jobs and a mismatch between the skill set of the workforce and the skills demanded by employers. According to data compiled in the Greater New Haven Community Index in 2013 from the 2011 American Community Survey, New Haven has an unemployment rate of 12.7% compared to 8.7% for the state of Connecticut.[[11]](#endnote-11) Alongside violence, unemployment is concentrated in certain neighborhoods and communities, with rates as high as 17.9% in the lowest-income neighborhoods in New Haven and as low as 4.4% in the highest-income neighborhoods.[[12]](#endnote-12)

It is clear that there is still progress to be made in violence prevention in New Haven. The data described above and the experiences of the many residents of New Haven support further investments of time, energy, and resources in interrupting the cycles that lead to violence and that tear apart individual lives, families, and whole communities.

# ANALYSIS OF NEW HAVEN STRENGTHS, GAPS, OPPORTUNITIES, THREATS AND CHALLENGES

New Haven is endowed with many resources, but also faces challenges and threats that have so far prevented desired progress on gun violence prevention. Therefore, in order to be as realistic as possible in developing strategies, the Group generated a list of ***Strengths*** that New Haven might be able to leverage, ***Gaps*** which may prevent New Haven from achieving zero gun violence, ***Opportunities*** that seem ripe for intervention, and ***Threats*** which may challenge us as we seek to leverage our Strengths to take advantage of Opportunities. The lists provided below were the result of Group brainstorming and may not be comprehensive.

|  |  |
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| **STRENGTHS*** Service provider community
* Business community
* Diversity
* Resources: financial and human, medical, natural, untapped talent
* Small size, Location
* Youth
* Yale University
* Engaged individuals and concerned citizens
* Strong institutions: Police, Schools, Churches
* Fact we’re fed up with status quo
* State legislative clout
* Intentional community-based policing
* History of innovation
* Beautiful schools
* Public transit
* History
 | **OPPORTUNITIES*** Sports activities for youth, single facility for them
* More groups with peer interaction like Youth Haven
* Faith-based community more involved
* More outreach workers
* Engage small business owners; better financial education
* Share free program lists with the city
* Things to boost the people (esp. kids) doing right
* Accountability process for connecting resources and collecting data
* Build capital better
* Neighborhood-focused opportunities to engage
 |
| **GAPS AND INSUFFICIENCIES*** Job creation
* Parental engagement and training
* Early intervention for youth
* Youth activities
* Sharing resources and collaboration
* Excessive politics
* Information and education, health education
* Financial literacy
* Ways to reduce access to guns
* Holistic family supportive services
* Bias toward authoritarian response
* Poor relationships, cliques, bad communication
* Lack of vision for youth
* Lack of cohesion between neighborhoods
* Poor understanding of cultural diversity
* Racism and segregation
* Blight, trash, poor environment
* Mistrust
* Lack of forgiveness
* Generational gaps
* Lack of valuing all opinions/ideas, esp. youth
* Elitism/classism
* Trauma-informed teaching
* Effective re-entry programs
* Poor dissemination of information and research
* Don’t address the impact of violence before violence occurs
* Engagement of people needing services
* Poor engagement of New Haven county and surrounding towns
 | **THREATS AND CHALLENGES*** Accountability, tracking (we’re cutting jobs in sectors regularly cited to be most important by citizens, like parks and libraries)
* Share info, relinquish resources to the people who need them, more action, less talk
* Make sure residents get a % of jobs coming into town, especially in construction
* We focus too much on tertiary prevention, need focus on primary
* Individuals need to know how to interact with politicians, need advocacy training and group presence
* Need to meet people where they are with honesty and a holistic approach
* Need media to report on more than just the bad news
* Lack of regard for parents; when parents are hard to engage, they’re ignored or worked around
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# VALUES DEVELOPED BY THE GROUP

Over the course of discussions, many participants made comments that referred to values of the Group should apply to all strategies, objectives and actions. What follows is a summary of those values.

* **Communication and collaboration.** The resources of New Haven should be widely known and shared with those who need them. We all should take on the responsibility of communicating what we know with our colleagues and neighbors, and be open to collaboration.
* **Community inclusiveness.** All of New Haven is affected by the successes and challenges the city faces, and all of New Haven has a role in increasing the chances of success. We as a Group and the political and institutional leadership of New Haven have a responsibility to listen to the community, including youth and those who are traditionally unheard.
* **Accountability and responsibility.** The Group will help hold accountable the key stakeholders and others deemed responsible for violence prevention reflected in the strategies listed below. The Group maintains that promises to the community should be kept, and progress should be tracked and demonstrated.
* **Evidence-driven.** We need to be able to track progress and show that interventions are working, that beliefs about the potential impact of interventions are verified (or are not verified) by evidence. Any new initiatives must have an evaluation component to monitor process and outcomes. Evidence should be collected on the processes underlying the initiative (e.g., the number of community meetings held and the number of attendees at each, or the development of a Council or similar entity) as well as the outcomes (e.g., the number of guns removed from the street, high school graduation rates).
* **Build on success**. The interventions we propose should build on successful programs wherever possible by enhancing those that work well and expanding their reach from one neighborhood to the next, and by learning from other cities what has worked for them.

# NEW HAVEN YOUTH PERSPECTIVES ON VIOLENCE

YouthHaven is a group of New Haven high school students who have been funded through a National Institutes of Health grant, the City of New Haven’s Violence Prevention funding, and the Yale Robert Wood Johnson Clinical Scholars program. The goal of YouthHaven is to understand youth perspectives of violence in New Haven. YouthHaven has convened youth and adults across New Haven in focus groups to gather ideas on how to reduce violence. In December of 2013, they held a Youth Congress in New Haven to share their findings with youth throughout New Haven and to solicit youth comments and recommendations for action.

They attended the NHCVPG Retreat held on March 14Th and presented their findings to the Group, but were unable to participate fully in the day’s activities, including the afternoon discussion that resulted in the Strategies listed below. In order to ensure that their perspective was adequately represented in this report, Jessica Holzer met with them and has included the main findings from their work with city youth below. Their reflections on the selected strategies the Group developed have also been included in the **Strategies** sections below.

The representatives of YouthHaven presented three priorities they and their peers identified as important to youth violence prevention in New Haven:

1. **Jobs**. The youth emphasized the importance of job opportunities for youth for building economic stability for themselves, their families, and their communities. They also highlighted the importance of job preparation training and skill development, including acting responsibly and morally, and creating professional networks that would facilitate future opportunities for education and employment for youth in the city. Jobs for youth also can provide alternatives to illicit activities, can provide supervision and mentorship for youth outside of the school day, and can assure parents that their children are being kept busy and safe for the hours they are at work. Youth can also offer high-quality, affordable staff for certain businesses, contributing to the economy of the city in positive and sustainable ways.
2. **Activities**. In addition to jobs, youth were interested in having activities available during “down time” for the students—time when they were not in school or committed to other duties. Like jobs, activities to keep youth active and engaged offer opportunities for skill development and building networks of mentors and peers. This has been a consistent message from youth since the 2009 Photovoice Violence Prevention Project. Youth felt a central location where activities were made available to them, such as a community center, would also provide opportunities for youth to interact beyond their school peers, and become more widely engaged with other youth in the city.
3. **Clean Environment.** Youth highlighted the importance of a clean environment in their communities. They were interested in activities and jobs that were related to establishing and maintaining an environment free of trash and evidence of broken-down homes and properties. This was an important marker of respect for the youth and their communities. It is an area where youth are interested in helping to mitigate blight and build resources such as community gardens, green spaces, and clean neighborhoods as a means of making a positive contribution to their communities.

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# EXISTING INITIATIVES

As our values listed above show, our Group is committed to building on success, collaboration, and being evidence-driven. The statistics on violence in New Haven, especially gun violence, show all too clearly how far we have to go to achieve our vision of a New Haven free of gun violence and abounding with thriving neighborhoods and families. Getting there will require dedication and a willingness to shift the status quo, but also integration of and collaboration between existing resources.

We believe that a key component of successful violence prevention is inclusion of and coordination between existing programs that address violence prevention in many ways. New Haven has a strong history of violence prevention programs that address a variety of the root causes of violence. We have tried to capture some though certainly not all of these efforts, both official and unofficial, in **Appendix C** in an effort to recognize those efforts and raise awareness of their existence in the community for those who are not familiar with them.

The New Haven Police Department have also been working to reduce the availability of guns within the city. Programs like Operation Samson, described in more depth later in this report, have specifically targeted known criminals and guns used in crimes, have removed them from the community, and have made considerable strides in reducing the potential that violent offenders will have access to guns and the ability to commit additional crimes. Programs like those of the Police Department, community service organizations, and others we have listed below have been vital to the successes in violence reduction already seen in New Haven.

Furthermore, our Strategies, delineated below, are intended to build on and not supplant existing programs. Therefore, under each Strategy, we have included a list of example efforts and the organizations or individuals who lead them that are known to us to relate to each Strategy. These lists may not be comprehensive—that has not been our goal—however, our Group sees those representing essential foundations on which to build and expand efforts for preventing gun violence in New Haven.

# SELECTED STRATEGIES

The Group discussed strategies to address gun violence using the socio-ecological model in Figure 1. We identified five domains of interest in selecting strategic priorities: 1) Community Resilience and Resources, 2) Family, 3) Economic, 4) Education, and 5) Law Enforcement and Corrections. These domains contain many of the root causes of violence, and present a starting point for a comprehensive approach to gun violence prevention. Leaders and decision-makers who are looking to address gun violence need to appreciate the impact of efforts in all of these domains, should consider investing in multiple domains, and should integrate efforts across domains to improve the collective efficacy of the efforts.

Group members were asked to sort themselves into brainstorming groups for each of the five domains to identify strategic priorities. Each brainstorming group identified potential gun violence-prevention strategies within their domain and then presented the strategies to the whole Group.

Each group member was given the opportunity to vote for the strategies, identifying, and ranking their top four strategies. Based on the results of the voting, we identified the five strategies that had the most support from the Group. After those five priorities were presented to the group, there was general agreement that we must include economic priorities in any effective violence prevention plan. Therefore, after further discussion, the Group added economic strategies to the list of priorities. These priorities constitute the focus of our report and are listed in detail below. A full list of the strategies identified by the Group is provided in **Appendix B**.

Since YouthHaven representatives were unable to participate in the entire discussion and voting, we brought the draft Selected Strategies report to them and asked for their input on those strategies identified by the NHCVPG. The strategies they found most important have an asterisk (\*) and include reflections from conversations with YouthHaven representatives. Overall, the YouthHaven ambassadors were highly supportive of work to prevent gun violence and supported the Selected Strategies.

\*Note: You will notice that in the tables below, Key Persons/Mobilizing Organizations largely overlap for the listed Objectives within any one Strategy, and sometimes across Strategies. We encourage key persons and mobilizing organizations to come together to discuss the objectives and proposed actions as a group, to ensure a coordinated and efficient approach within a reasonable timeline.

## 1) Remove Guns from Streets (DOMAIN: Law enforcement and corrections)

*Current Efforts:*

* *Connecticut Act Concerning Gun Violence Prevention*
* *Gun Buyback Programs- Police Dept. and Yale-New Haven Hospital Injury Prevention Program*
* *Connecticut Against Gun Violence Tracking Efforts*
* *Operation Samson*

Removing guns from the street is a priority in New Haven as well as throughout the State. In 2013, Connecticut passed the Act Concerning Gun Violence Prevention which included a number of measures designed to inhibit the use and trafficking of illegal guns. These activities include increasing deterrents to the use of guns in crime, positive social activities for youth and adults, enhanced community stewardship in high-risk areas, physical improvements to areas experiencing high violence, strengthened prison re-entry programs and expanded job and education opportunities for youth and adults.

Currently, we are aware of two programs being led by the Yale New Haven Hospital and the New Haven Police Department to remove guns from the streets. The currently ongoing programs are a gun buy-back program that provides money for guns turned in, no questions asked. Other efforts need to be explored to remove guns from our streets.

We are also aware of efforts throughout the State to improve tracking of firearms used in crimes and to capture and destroy those guns. Operation Samson, which recently found success in removing 73 guns from the streets and identifying as many as 150 suspects for charges related to violent crimes, is an effort we were glad to see. We support continued efforts like those of Operation Samson, and improvements in identifying and interrupting the trafficking of illegal guns.

The YouthHaven representatives felt that removing guns from the street should be a key component to any gun violence prevention effort. They highlighted that access to guns is a central feature of much youth gun violence. Since youth cannot legally purchase guns through legitimate channels, their access to guns is either through friends and family, or through illicit gun trading. Therefore, the youth perceived any programs that reduced the number of guns available in the community as a strong strategy for preventing youth gun violence in particular and gun violence in general.

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**1) Remove Guns from Streets (DOMAIN: Law enforcement and corrections)** (continued)

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| **OBJECTIVES** | **ACTIONS** | **KEY PERSONS/****MOBILIZING ORGANIZATIONS** | **INDICATORS****(OUTCOMES)** | **MEASURES and****DATA SOURCE(S)** | **TIMETABLE** |
| Reduce the number of illegal guns on the streets of New Haven | Implement or expand gun buy-back programs | New Haven Policy DepartmentYale New Haven HospitalCity of New HavenConnecticut Against Gun ViolenceLivable Cities Initiative (LCI)Neighborhood Management TeamsNew Haven Health DepartmentBureau of Alcohol, Tobacco and Firearms (ATF)US Attorney GeneralVeterans advocacy organizations | Additional events of locations for gun buy-back# of guns recovered | Schedule of buyback eventsCensus of guns bought back | Jan 1, 2015 for new gun buy-back programs to be initiated |
| Implements intensive stops for traffic violations in areas of high gun violence | # of illegal guns recovered | Log of illegal guns recovered | Garner Police and Community support for traffic stops for guns by Dec 1, 2014. |
| Fewer potential hiding places for illegal guns in derelict houses and untended yards/parks | # of derelict houses clearedYards/parks cleaned up | LCI Records | LCI targets derelict houses and untended parks in areas of high gun violence by Oct 1, 2014. |
| Interrupt movement of guns in the City | Continue to track the origin of guns used in crimes | # of guns used in crimes whose origin is known | New Haven Police Department and ATF records | Ongoing |
| Identify and move to block sources of legal guns entering the illegal market (e.g.- Veterans with legal licenses selling for cash) | # of illegally-procured guns traced back to original legal owner | New Haven Police Department and ATF records | Ongoing |

## 2) Restore services for prisoner re-entry and transition, establishing sufficient pre-release and continuing post-release services (DOMAIN: Law enforcement and corrections)

*Current Efforts:*

* *My Brother’s Keeper*
* *Easter Seals Re-entry Program*
* *Project More*
* *Fresh Start Re-Entry Roundtable*
* *Transition Clinic*

The Group was interested in seeing pre-release re-entry services re-established for individuals who will be exiting the corrections system and re-entering general society. The Group was careful to recommend that re-entry services start early, as early as the first day an individual is incarcerated, to support successful reintegration in society. Services mentioned by the Group included educational services, job training, identification of job opportunities, identification of housing and living arrangements, and more. The purpose of any re-entry program, the Group felt, was to provide a support system that would help people exiting the corrections system to rebuild their lives and reputations in general society and resist falling back into the habits and networks that lead to the individuals being in the corrections system.

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| **OBJECTIVES** | **ACTIONS** | **KEY PERSONS/****MOBILIZING ORGANIZATIONS** | **INDICATORS****(OUTCOMES)** | **MEASURES and****DATA SOURCE(S)** | **TIMETABLE** |
| Basic life skills training offered to 100% of inmates while in prison (i.e., life skills, decision making, parenting cooking, reading, writing, healthy relationships, financial literacy and management) | * Encourage the use of work-path training and suggest the library as a potential collaborator
* Show how prior life-skills trainees are successful and can be role models
* Peer-to-peer counseling (e.g., Emerge)
* Dedicated location to house available services
 | Community Services AdministrationCity of New HavenOpen Doors coalition (i.e., Columbus House)New Haven Family AllianceStreet outreach Worker ProgramEmerge- Dan JasinoGateway Community CollegeEaster SealsProject MoreState Department of Corrections | Clear “path off the bus” (i.e., what to do after being released) for persons re-entering the community | * Formerly incarcerated individuals self-report that health, quality of life, employment, and basic needs requirements are met
* Increase literacy and numeracy rates
* Decreased violence among persons with a history of incarceration
* Increased employment among persons re-entering, including in start-ups and small businesses
* Reductions in Recidivism
 | Re-entry coordinator in place by Dec. 1, 2014 |
| Build on existing leadership skills to facilitate job and society readiness, and develop advocacy skills |
| Persons re-entering report knowing where to turn for resources | Life skills trainings offered to 100% of inmates by Jan 1, 2016 |
| Higher percentage of persons re-entering using available resources |

## 3) Expand Economic Opportunities for Populations at Highest Risk for Gun Violence (DOMAIN: Economic)

*Current Efforts:*

* *New Haven Works*
* *Workforce Alliance*
* *ConnCat*
* *STRIVE*
* *Process Success*
* *Yale Community Hiring Division*
* *Connecticut Small Business Development Center*
* *Neighborhood Housing Services*
* *Community Action Agency*

Many participants at the retreat felt strongly that expanding economic opportunities from the Economic domain was a priority because of economic opportunities play a critical role providing alternatives to violence. Small business loans were the most-voted-for suggestion among the Economic domain, but the Group agreed that loans are just one part of a thorough plan to expand economic opportunities for populations at risk of gun violence. Expanded economic opportunities are important for creating a stronger local economy, and include loans, providing start-up opportunities for individuals who might have difficulty establishing business capital on their own, incentivizing businesses to hire locally, especially among ex-offenders and youth, job training and job matching programs, supporting families in financial hardship, and more.

Given their interests in jobs and activities, the representatives from YouthHaven were strongly in support of expanding economic opportunities, especially in cases where programs would incentivize hiring of youth. The youth highlighted how they could be of use to businesses that might not be able to afford many full-time workers, but might be very invested in the community and the youth of the community. YouthHaven representatives saw an opportunity for mutually beneficial relationships to be built from expanding economic opportunities particularly targeted to youth.

(Table on Next Page)

**3) Expand Economic Opportunities for Populations at Highest Risk for Gun Violence** (continued)

| **OBJECTIVES** | **ACTIONS** | **KEY PERSONS/****MOBILIZING ORGANIZATIONS** | **INDICATORS****(OUTCOMES)** | **MEASURES and****DATA SOURCE(S)** | **TIMETABLE** |
| --- | --- | --- | --- | --- | --- |
| Strengthen the linkage between job training programs and available jobs | Examine the mismatch between job requirements/openings and job training programs | ConnCatSmall Business InitiativeNew Haven WorksCity of New HavenSTRIVEGateway Community CollegeNew Haven Family AllianceAdult Ed programsNew Haven School SystemTurner ConstructionNeighborhood Housing ServicesBoard of AldersCAADataHavenCT Voices for ChildrenUnited WayNH Board of EducationCity Planning DepartmentEconomic Development OfficeYale University | Number of families in New Haven who become employed with a prevailing livable wage | Employment rate (for household or family) in New HavenDataHaven databaseUS Census | Demonstrate improved match between available jobs and job training programs by June 1, 2015 |
| Change job training programs to respond directly to staffing needs of employers in New Haven |
| Increase community participation in economic decision-making process  | Have community represented at tables that make/decide major economic development project | Establish a baseline for how many citizens participated in economic decisions in the cityIncreased participation at relevant meetings and in decisions | Meeting attendance and voting recordsMore community members as voting/decision-making members of economic boards | Gather existing attendance information by Dec 1, 2015. Increase membership by Jan 1, 2016 |
| Strengthen the economic base of New Haven families | Create a State Child Tax CreditPromote full restoration of the State Earned Income Tax Credit (EITC) to 30% of the Federal credit by July 2015Promote legislation to expand access to high-quality early childhood education, including preschool and other programs | Passage of legislation supporting:- state child tax credit- restoration of the state EITC- expanded access to early childhood education | CT General Assembly bill tracking website | Reinstate Child Tax and Earned Income Tax Credits by the close of the 2016 State Legislative Session |
| Increase local employment | Campaign for the City, non-profits and local businesses to have 50% employment of New Haven residentsMayor Toni Harp demonstrates her support by hiring locally | See above | Local resident employment rates increase in City government, non-profits and businessMayoral statements supporting hiring locally | Reports by these sectors on the number and percentage of New Haven residents employedOther sources to be developed | Mayoral announcement on this initiative by Dec 2014Secure baseline numbers by Jan 2015 and update annually |
| Improve financial literacy and preparation among youth | Implement Junior Achievement-like programs throughout high schools | Number of eligible students participating in programs | School records of programs available to all students that address financial literacy and preparation | Programs implemented in 2 news schools by August 31, 2016 |

## 4) Implement Balanced and Restorative Justice Model in Schools (DOMAIN: Education)

*Current Efforts:*

* *Juvenile Review Boards*
* *Right Response- partnership between School System, Police Department, and New Haven Family Alliance*
* *Community Mediation- Brenda Cavanaugh*

Restorative justice is an approach that focuses on repairing the harm caused by crime by involving the victim, offender, and community in identifying appropriate efforts for restoration. When used in schools, the model is intended to lower rates of school suspensions and expulsions, and to minimize the criminalization of juveniles, thus preventing or at least delaying juvenile introduction to the criminal system. One model that has been widely implemented is the Balanced and Restorative Justice (BARJ) model. The BARJ model has three priorities: public safety, accountability, and competency development. The model recognizes both victim and offender restoration as critical goals of community justice.[[13]](#footnote-3) The Group recommended that three schools in New Haven choose to implement a Balanced and Restorative Justice Model as a first step to wider implementation of the approach in New Haven.

YouthHaven representatives felt this was an important step to violence prevention in the City. They highlighted the importance of a restorative justice model for helping youth who are at risk and instituting a prevention model in addressing negative behavior patterns in students. The restorative justice approach appealed to the youth because it is a constructive and positive approach to handling student behavior issues.

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**4) Implement Balanced and Restorative Justice Model in Schools (DOMAIN: Education)** (continued)

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **OBJECTIVES** | **ACTIONS** | **KEY PERSONS/****MOBILIZING ORGANIZATIONS** | **INDICATORS****(OUTCOMES)** | **MEASURES and****DATA SOURCE(S)** | **TIMETABLE** |
| Implement Balanced and Restorative Justice Model in 3 schools | The NHPS Leadership Team creates RFP for schools for voluntary participation and offer levels of implementation & support:• Deepen social development training and curriculum• Establish peer mediation programs• Integrate Balanced and Restorative Justice interventions with the Graduated Response Model• Establish school-based Juvenile Review Boards to identify alternatives to suspension and divert students to them as appropriate | Board of EducationPrincipals and School leadersNew Haven Public Schools (NHPS) Leadership TeamSchool Resource OfficersNew Haven Public Schools Data TeamCommunity MediationNew Haven Family Alliance Juvenile Review BoardLocal Interagency Service TeamDisproportionate Minority Contact TeamNew Haven Police Service Data Sharing TeamCity-wide Parent Leadership Team | DISCIPLINE: • Reduce out of school suspensions by 25%• Reduce in-school suspensions by 25%• Reduce expulsions• Reduce trips to principal’s office• Understand reasons for suspension | School reports of selection and implementation of Restorative Justice ModelSchool records on disciplinary measures, principal office visits, attendance and grades.Self-assessment tool on fidelity to restorative justice model | 3 Schools identified by September 2015 |
| Reduce disciplinary problems due to violence | ATTENDANCE: • Reduce tardiness• Reduce habitual absences• Reduce cutting classes | Board in place and active by Jan 1, 2015 |
| Improve school climate | At least 3 schools adopt the complete Balanced and Restorative Justice Model | GRADES: * Improved grades
 | Suspension records review quarterly after Jan 1, 2015 |
| Mobilizing organizations work with schools to implement the Balanced and Restorative Justice Model | EFFECTIVENESS:• Self-assessment by school staff and students on fidelity to Balanced and Restorative Justice Model |

## 5) Provide training in advocacy for community members and community organizations (DOMAIN: Community Resilience and Resources)

*Current Efforts:*

* *Mothers for Justice*
* *Community Foundation for Greater New Haven*
* *Community Leadership Program*
* *Connecticut Against Gun Violence*
* *Center for a New Economy*
* *Forum Theater*
* *Youth Unleashed*
* *Youth Rights Media*
* *Free Skool*

The Group highlighted the need for community members and community organizations to be able to advocate for themselves and their mission. One way to facilitate that was to train community members and leaders of organizations in the methods of advocacy and interacting with decision-makers in the government, foundations, and business. Group members pointed to the different responses of decision-makers to protests and advocacy involving *many* community representatives over time, and those involving few. The goal of such training is to share the knowledge to help communities and organizations empower themselves and push for changes and resources they need.

The representatives of YouthHaven were interested in being included in advocacy training. They felt that such training would help them more effectively promote their interests across the city, region, and state. They agreed with the Group that such training provides the tools necessary for communities in New Haven to act in their own defense.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **OBJECTIVES** | **ACTIONS** | **KEY PERSONS/****MOBILIZING ORGANIZATIONS** | **INDICATORS****(OUTCOMES)** | **MEASURES and****DATA SOURCE(S)** | **TIMETABLE** |
| Develop a motivated, trained group of advocates—adults and youth—in New Haven | Conduct 6-8 week advocacy training in separate groups for youth and adults | Connecticut Against Gun ViolenceMothers for JusticeSchool SystemYouth organizations, e.g., SolarYouthConnect (church-based advocacy group) Potential Funders: Schools, City, BusinessesYouth Rights Media/Public AlliesYouth Development Training and Resource CenterCity-Wide Youth CoalitionThinking People and peace trainingFree Skool | # of trainings# of attendees at trainings# of legislative breakfastsSuccessful funding or policy change | Attendance recordsLegislative scheduleCity policies and lawsAdvocacy agendas initiated by those trained | Advocacy training: by Dec 31, 2014Policy changes identified by New Haven advocates: by Dec 31, 2016 |
| Increase advocacy on funding for youth programs in New Haven | Include in advocacy training specific focus on youth programming |
| Increase advocacy on removing guns from the streets of New Haven | Include specific information about removing guns from streets as part of advocacy training |

## 6) Support neighborhood efforts for increasing social cohesion, family and community resiliency (DOMAIN: Family)

*Current Efforts:*

* *MOMs Partnership*
* *Mothers for Justice*
* *Moms Against Murder*
* *NHFA Male Involvement Network and work with Fathers*
* *Parenting Education- Clifford Beers*
* *LEAP*
* *Grandparents on the move*
* *Parent University*
* *Community Resilience Projects in Newhallville and West River*

The Group believes that community resilience to gun violence depends on community members themselves, the relationships they build and the resources they contribute. Therefore, we encourage support of existing structures in communities, including organizations that develop social cohesion, people who are leaders and contributors to their communities, and programs that have been successful for communities or groups within communities. One issue that has regularly been raised in the Group’s discussions over the last two years is the widespread lack of knowledge about the many programs that exist within each community and across New Haven. Service providers, policy makers, community members, and other stakeholders may not be aware of programs that are ongoing or were implemented in the past and have seen success. Those programs and efforts may nevertheless be very important for those who do know about them. When trying to implement the Selected Strategies and other violence prevention efforts, therefore, stakeholders must work to both identify and support existing, successful efforts within communities, and provide strategies to build social cohesion in pursuit of community resilience.

Representatives from YouthHaven felt that including parents and caregivers in work with youth was an important element of developing programs to help youth, families and communities prevent and respond to gun violence. They cited the important role parents and caregivers play in their children’s lives, but also noted that parents may not always be equipped to help their children avoid and respond to violence. Therefore, better understanding of what parents, caregivers, and communities do have and what they need will yield better programs for families and youth.

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**6) Support social cohesion and local leaders in neighborhoods (DOMAIN: Family)** (continued)

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **OBJECTIVES** | **ACTIONS** | **KEY PERSONS/****MOBILIZING ORGANIZATIONS** | **INDICATORS****(OUTCOMES)** | **MEASURES and****DATA SOURCE(S)** | **TIMETABLE** |
| Increase opportunities for families to create relationships and trust within communities | Map relationships in communities and ‘actions of peace’ between peopleSupport and expand the community resiliency modelParenting partners/mentor parents- use engaged parents to reach out to other parents and foster additional involvement (e.g. Gang of Dads)Conduct a short survey of all parent groups to understand how the City and organizations can support themMayor’s office and others should work through existing community groups when planning any community building initiativesCity-wide mentoring collaborative should involve adults mentoring other adults | Mothers For JusticeMOMs PartnershipCommunity Foundation for Greater New HavenUnited WaySocial and Learning Adventures Through Educations (SLATE)Non-profits around the table- when working with clients/constituents, have then bring a friend to the eventsCommunity Alliance for Research and Education (CARE)City-wide Parent Leadership teamNewhallville and West River Resilience TeamsNeighborhood SchoolsNew Haven Family AllianceGreater New Haven Help AllianceNeighborhood District ManagersBoard of AldersSchool SystemState LegislatorsPeace Day | Increased participation of neighborhood residents in neighborhood activities/Management Teams | CARE and DataHaven community survey resultsAttendance records at Management Team meetings | Oct 1, 2015 |
| Identify activities aimed at youth that engage parents as well | Map of social connections within a community or neighborhood or city | Results of Community Resilience Surveys | Jan 2015 |
| Better understand existing resources in neighborhoods | List of parental and youth-engaged activities | Use of Youth Map | Sept 2015 |
| Make meetings and sessions more available to the community needing services | Increased number of community members from different neighborhoods involved in city meetings to improve the city and nonprofit sponsored Increases in number participating in Parent University | Meeting notes, non-profit and community member feedback on involvement, service demand for non-profits and the City | Jun 1, 2015 |

# APPENDIX A: NHCVPG Retreat and Workgroup Participants

| **PARTICIPANT NAME** | **ORGANIZATION** |
| --- | --- |
| Mark Abraham  | DataHaven |
| Shiela Allen Bell | New Haven Housing Authority |
| Carol Brutza | Gateway Community College |
| Monica Bryant | YouthHaven Ambassador |
| Richard Bryant  | YouthHaven Coordinator |
| Ann Calabrese | New Haven Resident |
| Brenda Cavanaugh | Community Mediation |
| Jonah Cohen | Gateway Community College |
| Lee Cruz | Community Foundation |
| Taylor Dailey | US District Attorney’s Office |
| Daniel Diaz | New Haven Public Schools/Police Chief’s Youth Cabinet |
| Thomas Daniel  | Male Involvement Network, Fathers Cry Too |
| Mikala Davis | YouthHaven Ambassador |
| Jim Dodington  | Pediatric Emergency Medicine, YNHH |
| Fred De Pourcq  | YCCI, Yale School of Medicine |
| Dwight Dickerson | TRICOR |
| Steve Driffin | New Haven Youth Services |
| Felice Duffy | US District Attorney’s Office |
| Amanda Durante | New Haven Health Department |
| Merryl Eaton | Christian Community Action |
| Dean Esserman | New Haven Police Chief |
| Cecil Estees, III | YouthHaven Ambassador |
| Jaylynn Foreman | YouthHaven Ambassador |
| Alice Forrester | Clifford Beers Clinic |
| Lyasia Forsyth | YouthHaven Ambassador |
| Pastor Todd Foster | Church on the Rock |
| Hilary Hahn | Yale Child Study Center |
| Liz Hammond  | Yale Child Study Center |
| Rachel Heerema | City-Wide Youth Coalition |
| Teresa Hines | Newhallville Community Resilience Group |
| Stephanie Hunt | Community Parent |
| Matthew Higbee | Community Foundation of Greater New Haven  |
| Carl Horton | Project Longevity |
| Jess Holzer  | Yale School of Public Health |
| James Farnam | Farnam Associates |
| Rev Tracy Russell Johnson | St. Andrews Church, Newhallville |
| Tirzah Kemp | Boost, United Way |
| Kaveh Khoshnood | Yale School of Public Health |
| Tiffany Lawrence | YouthHaven Ambassador |
| Lisa Labella | Connecticut Against Gun Violence |
| Sonielyse Lopez | YouthHaven Ambassador |
| Georgina Lucas | RWJF Clinical Scholars Program |
| Sherman Malone | New Haven Family Alliance |
| Josh Mamis | United Way of Greater New Haven |
| Capria Marks | YouthHaven Ambassador  |
| Rev Bill Mathis | Project Longevity |
| Miguel McLaurin | YouthHaven Ambassador |
| Pastor Troy McNulty | Church on the Rock |
| Melva Murrell | Mothers for Justice |
| Andrew Papachristos | Yale Department of Sociology |
| Sean Reeves  | Community Business Operator |
| Carley Riley | RWJF Clinical Scholars Program |
| Kim DiBenedetto Rogers | Newhallville Community Resilience Team |
| Marjorie Rosenthal | RWJF Clinical Scholars Program |
| Brita Roy | RWJF Clinical Scholars Program |
| Arlette Sampson | Community Parent |
| Joanne Sciully  | Solar Youth |
| Jerry Smart | Health Worker, Transitions Program |
| Stacy Spell | West River Neighborhood Services |
| Clython Thomas | Community Stakeholder |
| Barbara Tinney  | New Haven Family Alliance |
| Kyisha Velazquez | New Haven Family Alliance |
| Pina Violano | Injury Prevention, YNHH |
| James Walker | Believe in Me Empower |
| Emily Wang | Yale School of Medicine and Transition Clinic |
| Susan Wiessleberg | New Haven Public Schools |
| Shirley Ellis West | New Haven Family Alliance |
| Maurice Williams | YCCI, Yale School of Medicine |
| Jazzmine Williamson | YouthHaven Ambassadors |
| Montell Wright | YouthHaven Ambassadors |
| Jonathan Young | Youth Ambassador, Youth Haven |

# APPENDIX B: Proposed strategies for future reference

|  |
| --- |
| **Strategies for Violence Prevention** |
| **Community Resilience and Resources** | **Red** (=4) | **Green** (=3) | **Yellow**(=2) | **Blue**(=1) | **Total** |
| Training in effective advocacy for community members and community organizations | 3 | 1 |  |  | 15 |
| Better transportation to and from activities  |  |  |  |  | - |
| Creating partnerships between programs with like agendas to maximize resources (e.g., teachers, providers, etc.) |  |  |  |  | - |
| Build on programs that have established themselves and replicating effective programs |  |  |  |  | - |
| Process for vetting programs (perhaps through City Hall) and holding accountability |  |  |  |  | - |
| Youth summits that raise youth voices |  |  |  |  | - |
| **Family** | **Red** | **Green** | **Yellow** | **Blue** |   |
| Focus groups with parents in neighborhood to ID needs, strengths, interests, etc. |  | 3 | 6 |  | 21 |
| Secure funding for Parent Education/Resource Centers- Identify what exists in New Haven and connect parents; also, Family Resource Centers (5 in schools now, but add to other locations?), educate families about culture and history | 2 |  | 1 | 3 | 13 |
| Parent education access and participation | 2 |  | 1 |  | 10 |
| Peer parenting |  |  | 1 | 1 | 3 |
| Market 2-1-1, what info do they have and share? |  |  | 1 |  | 2 |
| Early intervention programs (0-3) |  |  |  |  | - |
| Connect parents to Youth Map |  |  |  |  | - |
| Provide training and support for community organizations to be strong and effective |  |  |  |  | - |
| Identify barriers and incentives for parent education |  |  |  |  | - |
| Research resources that support parents and disseminate information |  |  |  |  | - |
| **Economic** | **Red** | **Green** | **Yellow** | **Blue** |   |
| Banks provide microloans-- identify opportunities and connect with entrepreneurs and encourage expansion | 1 | 1 | 1 | 2 | 11 |
| Financial literacy in schools |  | 2 |  | 2 | 8 |
| Policy for Project Labor Agreement to include higher numbers of residents | 2 |  |  |  | 8 |
| Improve performance of CT Works |  | 1 |  | 1 | 4 |
| Citywide/all neighborhood financial literacy |  | 1 |  | 1 | 4 |
| Credit union in high school |  |  |  |  | - |
| Faith community involvement in financial literacy |  |  |  |  | - |
| Early exposure to research opportunities as a career choice |  |  |  |  | - |
| New Haven Works |  |  |  |  | - |
| Nonprofits-- more collaboration, save money, use youth in the work |  |  |  |  | - |
| Nonprofit hiring- adopt New Haven resident employee minimums |  |  |  |  | - |
| **Education** | **Red** | **Green** | **Yellow** | **Blue** |  |
| Restorative justice model in schools 1-2 schools choose to pilot in 2014/15 | 3 | 3 | 2 | 1 | 26 |
| NH Public Schools Parent portal with links to education resources, Promise, Parent University, boot camp, etc. | 1 |  |  |  | 4 |
| Senior community teams: Mayor, Gateway, Yale, SCSU etc. meet to align goals |  | 1 |  |  | 3 |
| Billboards showing positive images of NH communities, including improvements in graduation rates, etc. |  |  |  | 1 | 1 |
| Add life skills classes for seniors using lunch period (Dr. Comer) |  |  |  | 1 | 1 |
| Include students in 6-8th grade in obtaining info about New Haven Promise, include gap information on report cards for parents |  |  |  |  | - |
| "Remedial" courses offered in 11th and 12th grade--inform parents about new law |  |  |  |  | - |
| **Law Enforcement** | **Red** | **Green** | **Yellow** | **Blue** |  |
| Remove guns from streets: Yale Gun buyback and (proposed) Beats 4 Bullets (exchange time in recording studios for guns) | 2 | 3 | 2 | 1 | 22 |
| Restore services for re-entry, e.g., job, employment BEFORE release, schooling BEFORE release, skill training BEFORE release | 2 | 1 | 2 | 2 | 17 |
| Education about guns provided by schools and other venues, create curriculum to educate |  | 2 |  | 1 | 7 |
| New Haven Promise for Adults |  |  | 1 | 3 | 5 |
| Revamp adult ed to include social skills, work ethic, vocational education and accelerated programs |  | 1 |  |  | 3 |
| Better funding for police intelligence work, for better prep/response |  |  |  |  | - |
| Destigmatize ex-offender status, working with businesses and offering incentives |  |  |  |  | - |
| Building trust between community and policy |  |  |  |  | - |

**Votes were weighted to designate preferences for programs**.

**RED** votes were multiplied x 4

**GREEN** votes were multiplied x 3

**YELLOW** votes were multiplied x 2

**BLUE** votes were counted as is.

# APPENDIX C: Example Programs

Note: The following list provides examples of activities that have been created to address gun violence and/or promote peace in New Haven, and have been identified in a brief inquiry to NHCVPG members. The Group acknowledges that there are many programs addressing gun violence in New Haven that may not be listed here.

| **Name of effort** | **What population does effort work with or focus on?** | **Does effort focus on a specific neighborhood or area?** | **Expected/hoped for outcomes** | **What is the approach effort uses to achieve its goals?** |
| --- | --- | --- | --- | --- |
| 108 Monkeys | Males, females, 0-4 years old, 13-18 years old | Entire city | Peace | Yoga  |
| Believe In Me Empowerment Corporation | Youth, young adults, families | Entire city | BIMEC is dedicated to improving the lives of youth, young adults and their families. Fill in gaps of services in the New Haven community, provide hope through counseling and encouragement and opportunities.  | Direct and indirect programming, including housing, life skills, and counseling services. |
| Block Watches | Males, females, all ages | Entire city | Community involvement in safety and peacekeeping, | Organized block watches that provides eyes and ears about activities in the area. |
| BOOST | School-age children | Entire city | Address social, emotional and physical needs of students; physical health and wellness, social, emotional and behavioral health, family support and engagement, student engagement/academic enrichment |  |
| Boys & Girls Club | Males, females, 5-12 years old, 13-18 years old | Entire city | To inspire and enable young people, especially those who need us most, to realize their full potential as productive, responsible and caring citizens | After school/summer |
| Child Development-Community Policing Program | Male, female, 13-18 years old, 18-25 years old, 26-35 years old, 36+ years old | Entire city | The Child Development-Community Policing Program (CD-CP) is a model collaboration of mental health, law enforcement, juvenile justice, education, judicial and social service professionals who work to heal the wounds that traumatic exposure to violence inflicts on children and families. CD-CP had its inception in 1991, when the Child Study Center began its partnership with the City of New Haven and the new Haven Department of Police Service. | Training Police officers, mental health providers, and other professional in response to traumatic events including violence, domestic violence, and more. Regular cross-training of Police and clinicians, including ride-alongs with Police. Event-response team that includes counselors and clinicians in the event of child and family trauma from violence. Many more specific activities. |
| Children of incarcerated parents/ violence prevention mentoring program | Male, female, 5-12 years old, 13-18 years old | Dixwell/Newhall and other areas throughout the city | Self-awareness, critical thinking | Groups, role play, books that the children can relate to |
| Citizen's Police Academy | Males, females, 18 and older | Entire city | The Goal is to Bridge the information Gap between the Community and the Police Department. | The Citizens Academy is an 8-10 week course designed to enlighten you about the New Haven Police Department and the communities it serves. |
| Community Mediation, Inc. | Male, female, all ages | Statewide | To create more peaceful communities through facilitation, mediation and communication training | Training; mediation and facilitation services all hours |
| Community Resiliency Teams | Males, females, all ages | Newhallville, West River | Create more social cohesion in the community as a violence prevention strategy |  |
| Community Management Teams | Males, females, all ages | Each of 10 City Districts | Community Management Teams help residents have a voice in neighborhood improvement and revitalization efforts and are an important link to the police and to other city and social service agencies. | A CMT consists of residents and businesses within the district who have organized to serve as forum for problem solving and information exchange centering around neighborhood issues that are of the most concern to the group. |
| Family Intervention Program | Male, female, 13-18 years old | Entire city | The Family Intervention Program was developed in response to the increasing violence perpetrated by and on New Haven’s youth population and is designed to intervene with at-risk adolescents using a combination of supervision and social services. It is a joint venture of the Yale Child Study Center and the New Haven Department of Police Service and an outgrowth of the Child Development-Community Policing Program. | A neighborhood police officer and a FIP staff member meet with at-risk youth and families to explain their concern about youth’s behavior and the police plans to monitor and closely supervise. Also presented with opportunity for services offered through the FIP that are designed to assist in development of pro-social behaviors. Close collaboration with family, school, police, and other involved agencies results in a more structured and supportive environment for the youth where the risk of involvement in violence, as a victim or perpetrator, is reduced. |
| Frontline Souljas | 5-12 years old, 13-18 years old, 18-25 years old, 26-35 years old, 36+ years old | New Haven | Improve economic conditions for residents of New Haven and provide alternatives to violence for young people | Basketball; attempting to create small business opportunities |
| The Gang Resistance Education and Training Program (GREAT) | Males, females, school-aged | Entire city | The program is intended as an immunization against delinquency, youth violence, and gang membership.  | GREAT focuses on providing life skills to students to help them avoid using delinquent behavior and violence to solve problems. The GREAT Program offers a continuum of components for students and their families. |
| Gun Injury and Violence Network Monitoring and Response Program (proposed) | At-risk youth and adults, their family and friend networks | New Haven | More efficiently and quickly mobilize coordinated efforts to address gun violence | Network-based monitoring, navigation of network relationships after a shooting event, identify responses from existing programs and options,  |
| Guns down, books up  | Male, 13-18 years old, 18-25 years old | No  | To reduce violence in New Haven  | Basketball games, community events,  |
| Homicide Survivors Group | Males, females, all ages | City-wide, targeted to family and friends of homicide victims | Survivors of Homicide, Inc. was founded in 1983 by a group of families trying to cope with the murder of a family member or someone close to them. They met to support each other, and share information about criminal justice system. As time went on, membership grew and the mission expanded. They are outspoken advocates for all victims of violent crime, for fair compensation to victims, and for public policy and understanding that reduces the senseless violence sweeping our communities.  | These include support group meetings, planning and business meetings to further our advocacy and educational goals, a member newsletter, and personal advocacy and support throughout the judicial process and beyond. |
| Ice the Beef | 5-12 years old, 13-18 years old, 18-25 years old | New Haven | To break the cycle of anger in our community by bringing family, friends, and enemies together through motivational speaking, crisis interventions, mentoring programs, and community activities | During and after school activities |
| Interdisciplinary Peace Studies and Conflict Resolution Certificate | Male, female, 18-25 years old, 26-35 years old, 36+ years old | Greater New Haven Area | To provide community college students with the knowledge, skills and documentation in applying peaceful civic action in their communities and workplace to end violence and sustain a culture of peace. | 15 academic credit program including courses in peace and conflict studies, ethics, mediation and service learning |
| Juvenile Review Boards | Male, female, 5-12 years old, 13-18 years old | All Neighborhoods | To divert first time offender youth (misdemeanor charges) from the formal juvenile justice system. | Incorporating the philosophy of Balanced and Restorative Justice which focuses on accountability, competency development and public safety which entails the youth repairing the harm and building on their individual passions and strengths through positive youth development. |
| Judicial- New Haven Adult Probation | Male, female, 18-25 years old, 26-35 years old | New Haven; South Hamden and West Haven | Risk reduction/ lower recidivism | Assessment and evidence based programming. New Youthful Offender Unit starting for male offenders 18-24 |
| My Brother's Keeper | Male, female, 18-25 years old | New Haven | Connect with disengaged youth  | Match mentors with at-risk youth  |
| New Elm City Dream | Male, female, 5-12 years old, 13-18 years old, 18-25 years old | Newhallville, Beaver Hills, the Hill, Fair Haven, uniting different neighborhoods | New Elm City Dream's goals include uniting youth from different neighborhoods in New Haven to push for jobs for youth and jobs for all. Highlight job creation for youth as one of the solutions to ending violence, and link economic factors to the violence. Teach youth to take leadership and organize for peace in their communities. The youth in New Elm City Dream also push for opening youth centers such as the Q House as another solution to violence. Show that community activism is a positive activity young people can get involved with to be positive and learn how to lead.  | Weekly youth meetings every Thursday night at 5:30 pm. At these meetings we plan community outreach activities, youth marches, and other public actions to make sure young people are being heard. |
| New Haven Promise | School-age children thru high-school | New Haven | Making the promise of college and a career a reality for students of New Haven Public Schools | Provide college scholarships to students in the New Haven Public School System |
| New Haven Works | 18-25. 26+ | New Haven-wide | New Haven Works seeks to build a middle class in an urban center and improve economic stability in all communities by providing employers with a trained and qualified workforce and connecting New Haven residents to good jobs. | Ongoing support and case management for un- and underemployed individuals, and liaising with local employers to connect candidates with available positions |
| Office of the US Attorney- 5K Motion Film | Male, female, 5-12 years old, 13-18 years old, 18-25 years old | Major urban areas in CT | To promote understanding of the seriousness of aiding and abetting criminal activities and the federal penalties associated with certain crimes if defendants do not cooperate as well as females‘ role in violent crime helping their boyfriends | Holding screenings with the film followed by panels with ex-offenders and law enforcement |
| Police Activities League (PAL) | Male, female, 5-12 years old, 13-18 years old | Entire city | The PAL program provides educational and athletic programs for children throughout the city, as well as sponsoring different activities. PAL responds to the needs of youth in many neighborhoods, through after school, weekend and special summer events. | Activities including athletics (e.g., volleyball, basketball, football, etc.), essay contests, chess clubs, and more are made available at schools and through local organizations to engage youth in productive activities. |
| Police Explorers Program | Males, females, 14-21 years old | Entire city | Provide experiences to help young people mature and to prepare them to become responsible and caring adults. This program guides the explorers to understand meaning of interdependence in their personal relationships and communities. Exploring is based on a unique and dynamic relationship between youth and the organizations in their communities.  | Local community organizations initiate an explorer post by matching their people and program resources to the interests of young people in the community.  |
| Project Longevity | Male, female, 18-25 years old, 26-35 and above,  | New Haven, Bridgeport, Hartford | Project Longevity will send a powerful message to those who would commit violent crimes targeting their fellow citizens that such acts will not be tolerated and that help is available for all those who wish to break the cycle of violence and gang activity | “Call-in,” a face-to-face meeting where partners engage group members and deliver certain key messages |
| S.P.O.R.T. Academy | Male, female, 5-12 years old, 36+ years old | Dixwell Avenue Area at the moment | To produce thinkers, leaders, and decision makers | Chess 101, Self-Improvement 101 |
| School Resource Officer Program | Males, females, school-aged | Entire city | The Police Department continues its attempt to have officers engage the city youth population in a positive way. Program allows both home and school to be aware of any situation that may impact the health and safety of students, as well as the monitoring of those who show signs of at-risk or delinquent behavior. This interaction provides a valuable resource to keep our children out of trouble during their school years and keeping their focus on education and commitment to family and community. | SROs consist of twelve uniformed officers that are assigned to middle and high schools in New Haven and respond to any disruption. SROs participate in handgun violence prevention, conflict resolution, and mediation. They counsel both parents and students and are neighborhood liaisons. |
| Solar Youth | Male, female, 5-12 years old, 13-18 years old | Westville Manor, West Hills, Newhallville | To provide opportunities for young people to develop a positive sense of self and connection and commitment to others.  | Out-of-School programs that incorporate positive youth development, environmental exploration, non-violent communication and mindfulness. |
| Squash Haven | 5-12 years old, 13-18 years old | New Haven | Through intensive tuition-free academic and squash sessions at Yale University, Squash Haven supports New Haven youth to achieve school success, physical fitness, athletic excellence, and access to compelling academic and summer opportunities. | After school/summer |
| Street Outreach Workers Program | 13-18 years old, 18-25 years old, 26-35 years old | City wide outreach and engagement | Reduce youth gun violence | Neighborhood specific outreach, engagement, violence interruptions and mediations |
| Violence Prevention Reading Group | Yale Students | No. Geographic focus is based on student interest. | To become knowledgeable about research on violence prevention and to assist students to develop violence prevention projects | Non-credit weekly meetings |
| WLM Ministries | Male, female, 13-18 years old, 18-25 years old, 26-35 years old, 36+ years old | Entire city | Transformed Life equipped with Vision Plan | Vision/Life Coaching and Navigational Support |
| Youth cabinet | Male, female, 13-18 years old | Entire city | Youth are given the opportunity to engage City leaders and learn about the processes of City government | Cabinet participation for a select group of youth |
| Youth Stat | Males, females, All ages | Entire city | Reduce youth violence by tracking where and why it occurs and providing solutions. | The program is modeled on the CompStat system, which was first employed by the New York City Police Department. The system uses technology to help map crime and plan solutions. |
| Youth Summit | 5-12 years old, 13-18 years old, 18-25 years old | New Haven, East Haven, Hamden, West Haven | Youth leadership, self-expression, shared learning, connection with campaigns & programs | Summit to gather youth from all over the community together |
| Youth Violence Prevention Initiative Grants program (YVPI) | Males, females, all youth | Entire City | YVPI Grants program will focus on enhancing the capacity of existing prevention and intervention strategies. Specifically, the initiative will focus on the expansion of economic opportunities for youth and improved access to positive social activities. | Funding not-for-profit, community-based or community-serving organizations that work directly with youth who reside and/or attend school in New Haven, for the purpose of providing innovative and effective programming to reduce the risk factors associated with youth violence. |
| Youth@Work | Males, females, 14-21 | Entire City | The program is aimed at providing young people with workplace exposure, mentoring and school and community-based enrichment activities. Early work experiences serve as the foundation for the future success in the workplace. | Summer Work Based Learning Experience, Year Round Work Based Learning Experience, New Haven Leaders |
| YouthHaven | High school | New Haven | Youth-driven approach to violence prevention and capacity building, youth-derived research |  |

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