

City of Boston National Forum on Youth Violence Prevention

**Youth Violence Prevention and Reduction
*Comprehensive City Plan***

April 2011

**Thomas M. Menino
Mayor**

Dear Friends,

I would like to take this opportunity to once again extend my support for the on-going efforts of the **National Forum on Youth Violence Prevention**.

It is extremely rewarding that the City of Boston was selected, along with six other cities across the nation, to take part in this major and important undertaking by President Obama's Administration. Boston has welcomed the opportunity to work with the Administration and counterparts in other cities to share knowledge and experience in preventing youth and gang violence. I believe we will make an important difference in public safety and in the lives of those we serve.

The City of Boston has a long and rich history of collaboration, community involvement, and innovation to address youth violence. With this history, we share the Forum's mission to develop and enhance comprehensive networks and strategies that blend prevention, intervention and enforcement strategies across city agencies, faith-based and community organizations and private businesses. Most importantly we share the common goal of preventing youth and gang violence through such collaborations throughout the city.

I would also like to extend my personal thanks to those in Boston who took the time to support this effort by attending a number of listening sessions. We were fortunate to include representatives from local, state, and federal agencies in Massachusetts, along with Boston's key stakeholders to include the clergy, community members, businesses and academia.

Building on this strong foundation, I am pleased to introduce the **City of Boston's Youth Violence Prevention Plan**. This strategic plan incorporates national best practices and important lessons learned, but it also aligns and equips the unique collaborations already in existence.

This plan will serve to guide our work towards increasing information sharing, enhancing youth opportunities in a variety of ways, and strengthening and mobilizing our community. Through the plan, we have all accepted responsibility to stop youth violence at a multitude of levels and to work diligently to ensure our plan's success over the next three years.

I look forward to working with each of you in the coming years in order to continue to provide the best services for our youth. We will continue to take every step necessary and possible to ensure their safety, with the Youth Violence Prevention Plan as our guide.

Sincerely,

Original Signed by Thomas M. Menino

Thomas M. Menino
Mayor of the City of Boston

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I. INTRODUCTION

The City of Boston was selected by President Barack Obama’s Administration to participate in a National Forum on Youth Violence Prevention. The City of Boston under the strong leadership of Mayor Thomas M. Menino has proven success in collaboration, community involvement, and innovation to address youth violence. Indeed, many nationally recognized initiatives and programs were born in Boston and have been replicated across the country – such as Streetworkers, Child Witness to Violence, Operation Ceasefire, and Operation Night Light. In addition, Mayor Menino has been leading the charge in a national effort to get guns off the streets through the Mayors Against Illegal Guns coalition.

In total, six cities were asked to share their knowledge and experience, and to develop comprehensive community-based plans to prevent youth and gang violence – Boston, MA; Chicago, IL; Detroit, MI; Memphis, TN; Salinas, CA; and San Jose, CA.ⁱ

Participation in this Forum provided us with an opportunity to reflect upon and articulate the Boston approach in one comprehensive document. This has given us a chance to answer the question “what is the way of doing business in Boston?” Our approach includes collective ownership and accountability for problems and solutions, a focus on changing behavior by providing opportunities and leveraging sanctions, and a sense of fairness and hope for the future.

Key to this approach is providing our hardworking and dedicated professionals with the ability and freedom to innovate within and across sectors. Equally as important is the community’s engagement and commitment to improving the lives of children and youth. This formula has, and will continue to ensure success in preventing and reducing youth violence across the City.

In addition, this process provided an opportunity to reflect on a vision for the future and a mission to get us there.

Vision

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

Mission

Align, unite and equip partner agencies and the community in a collaborative effort to reduce youth and gang violence through a comprehensive prevention, intervention, enforcement and reentry strategy

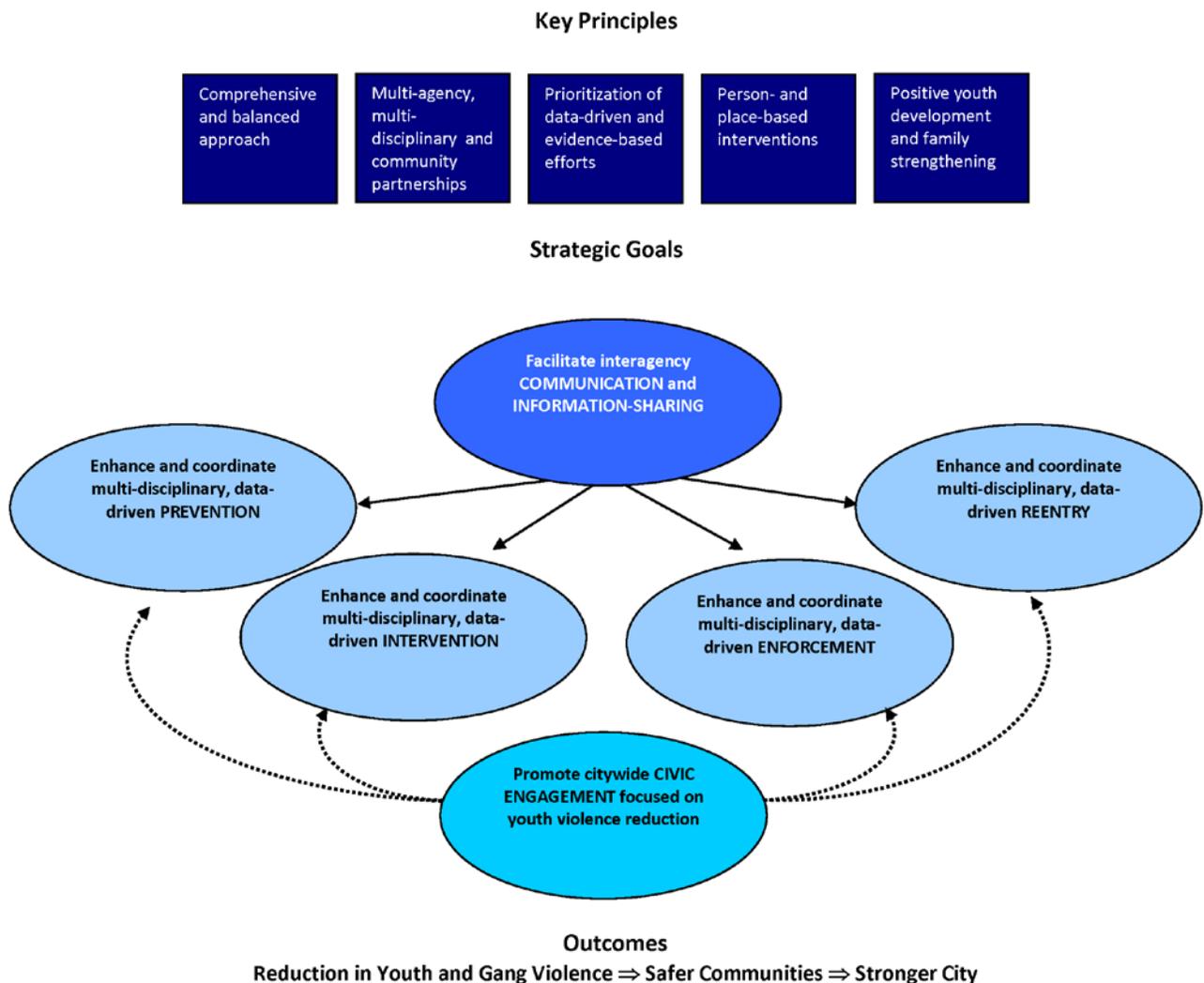
Led by Mayor Thomas M. Menino, the City of Boston and its partners developed this comprehensive plan to prevent and reduce youth violence in our neighborhoods. Building on a strong foundation, this strategic plan incorporates important lessons learned, and best practices from a local and national perspective.

Ownership of this plan by all partners in tandem with the community is fundamental to its success. **See Participants List, as well as Attachments 2 & 4 for information on partners.**

In these challenging economic times, it is more important than ever to make strategic use of resources, investing in proven programs and initiatives, and to make the policy changes and reforms necessary to allow partners to work in a more coordinated and efficient manner.

Therefore, this plan does not seek to reinvent the wheel. Rather, it seeks to ensure that Boston is aggressively moving forward together in support of all of Boston’s youth. The diagram below illustrates the components of the City of Boston’s plan for youth violence prevention and reduction.

Youth Violence Prevention and Reduction: Comprehensive City Plan



II. DESCRIPTION OF YOUTH VIOLENCE

The age group of those affected most by youth violence in the City of Boston (as either victims or offenders) is 12-24, with some exceptions for slightly older individuals. This is a broad age group, and indeed interventions will vary depending on the age and developmental stage of those involved. Given the nature of the problem, “gang violence” and “gun violence” are so

closely intertwined with “youth violence” that they have in effect become one and the same in terms of analysis and solutions.

Youth violence and victimization

The prevalence and extent of exposure to violent crime and gun-related homicides disproportionately harms the City’s youth population.

- BPD data shows that in 2010, *159 shooting victims (including victims of firearm homicides) were age 24 and under.*ⁱⁱ
- The highest rate of Boston victims with nonfatal assault-related gunshot and stabbing injuries remains amongst the 15-19 age range (24.5 per 10,000).ⁱⁱⁱ

Trends in Youth Violence:

Impact players -- *The vast majority of violence is caused by a small number of “impact” offenders.* What is often lost in this statement is that the vast majority of adults and youth in our neighborhoods are doing the right thing every day.

Geographic concentration -- *violence is concentrated within small sections of inner city neighborhoods.* Boston is a city of distinct and varied neighborhoods, and within some of these neighborhoods lie persistent, disproportionate concentrations of violence and activity referred to as “hot spots.” Conversely, almost 89% of Boston street segments and intersections never experienced a single ABDW-firearm incident between 1980 and 2008.^{iv}

- *From 1980-2008, gun violence hotspots covered only 5.1% of Boston’s geography but generated nearly 53% of fatal and non-fatal shootings.*^v
- *A majority of the city’s fatal and non-fatal shootings are clustered around these hot spots, and 70% of the city’s total fatal and non-fatal shootings occur in Dorchester, Roxbury, and Mattapan. When bordering areas are factored in, this percentage increases to 81%.*^{vi}

Guns -- The number of guns and their accessibility on the street continue to be a problem. According to the most recent Boston Youth Survey^{vii}—administered bi-annually to Boston high school youths— *39% of youth reported that it would be “very or fairly easy” to get a gun.*

Mayors Against Illegal Guns (MAIG):

Co-chaired by Mayors Thomas M. Menino and Michael R. Bloomberg, this coalition of over 500 mayors has been working since 2006 to stop the flow of illegal guns into our cities in order to reduce gun violence. The mayors are working to prevent criminals from illegally obtaining guns by ensuring that they are punished to the maximum extent of the law, enforcing stiffer penalties on gun dealers who knowingly sell to straw purchasers, and closing loopholes in state and federal law that make it easier for criminals to get guns.

Gangs — Gangs and gang-related activity continue to be major factors in youth exposure to violence in Boston. In Boston, most gangs are neighborhood/ street-based, as opposed to nationally affiliated gangs.

- *Approximately 120 different gangs of varying size and coherence have been identified in the city; with roughly 3500 individuals classified as gang-involved.*^{viii}

- *Constantly changing dynamics, loose organizational structure, lack of traditional geographic territories, and unpredictability of many of the personalities involved, make it challenging to predict eruptions of violence. One of the ways we are seeking to address this is through predictive policing capabilities.*
- *An analysis of Boston homicides by Harvard researcher Anthony Braga shows that a growing number of Boston homicides are gang-related.^{ix}*

Retaliation — Retaliation plays a role in the escalation of violence, with the victims and offenders often being somewhat interchangeable based on where they are in the cycle of retaliation. It is important to break this cycle, and much work is being done on this through law enforcement and social services.

Drugs — Drugs also appear to be playing an increasing role in Boston’s violence. In 2010, the City saw 74 homicides (up from 50 in 2009). This has been attributed in part to the expanding drug market, exacerbated by the decriminalization of marijuana and the release of convicts with drug records who cannot find work in our depressed economy and are therefore returning to drug dealing.^x Many victims of shootings in 2010 were killed during apparent drug robberies or drug deals gone bad. As a result, the BPD’s Gang and Drug units are working more closely to target violent drug offenders for enforcement.

School Data

There are 75,400 school-age children living in Boston, 75% of which attend Boston Public Schools. Roughly 85% of the BPS population are students of color, and 74% are eligible to receive free & reduced-price meals. Additionally, approximately 20% of the school district has limited English proficiency.

School year to date, there are over 750 crimes-against-person incidents in total reported in Boston Public Schools. This is a 2% decrease compared to last year at this time.

Trends in Reentry:

Reentry is intertwined with youth violence, due to relationships and connections between returning offenders and youth and gangs in our neighborhoods.

- *High-risk returning offenders contribute significantly to gun and gang violence in the City as they are often unsupervised and resume criminal activity upon release.^{xi}*
- *Suffolk County House of Correction (SCHOC) releases 250-300 offenders per month to Boston, about 70% of whom return to Boston’s most violent areas. The hotspots to which they return have elevated social risk factors.^{xii}*
- *Returning inmates face many barriers to pro-social behavior -- including Criminal Offender Record Information (CORI) checks,^{xiii} a lack of employment readiness, low levels of literacy and education, inadequate housing, mental health and substance abuse issues, and minimal, unstructured support.^{xiv}*
- *Parental imprisonment can lead to short- and long-term adverse outcomes for children through the trauma of parent-child separation, inadequate parenting, economic strain, and stigma/labeling.^{xv}*

Boston Reentry Initiative (BRI)

The Boston Reentry Initiative (BRI) identifies the highest-risk offenders from the Suffolk County House of Corrections while simultaneously offering reintegration services and sending a message of intolerance for continued violence. The Boston Police Department has partnered with Suffolk County House of Corrections (SCHOC), along with other law enforcement, prosecutorial, supervisory, community, and faith-based organizations to administer this program. According to a 2009 study of the BRI, *Controlling Violent Offenders Released to the Community: An Evaluation of the Boston Reentry Initiative*, Braga, Piehl, and Hureau found an estimated 30% reduction in recidivism rates among BRI participants. This is especially significant considering this population was selected based on their 100% likeliness to reoffend. In addition, BRI participants showed a reduction in “time to recidivism” (arrest) and were less likely to be rearrested for a violent offense relative to comparison group offenders. Overall results suggest that well-designed reentry programs can impact even the most serious offenders.

Evolution of Approach:

Boston’s approach to addressing youth violence has evolved significantly over the years, becoming more comprehensive and creating partnerships across many agencies and departments. We have also become more sophisticated in problem analysis and performance measurements, using data and information to drive response and inform innovative practices. The Boston Regional Intelligence Center (BRIC) informs the City and other partner agencies on emerging crime trends and pertinent intelligence information.

The City of Boston’s performance measurement system, Boston About Results (BAR), measures performance in all city agencies. We will work with the BAR coordinator to identify a limited number of the most appropriate measures for BAR for youth violence that go across agencies.

This comprehensive, data-driven approach is being used in education, human services, and law enforcement. Five prime examples of this improved collaborative approach include:

- **Circle of Promise** – *is a place based and school based strategy that focuses on high student achievement as a means toward creating sustainable wealth and opportunity creation within the community. By utilizing the Boston Public Schools (BPS) Academic Achievement Framework as means to assess students’ needs, the Circle of Promise initiative leverages public and private resources and partnerships to conduct targeted intervention and non-academic service delivery.*
- **Community Learning Initiative -- (CLI)** *is a multi-departmental effort between Boston Centers for Youth and Families, BPS, and the Boston Public Library to support youth in reaching their full potential. These three agencies are pooling data, information and resources to enhance out-of-school-time programs that will supplement school-day learning through enriching and engaging activities in our neighborhoods.*
- **Partnerships Advancing Communities Together (PACT)** – *began in the summer of 2010, this is a multi-agency, citywide strategy that aims to reduce gun violence by targeting 240 individuals for aggressive enforcement, while offering intervention and prevention services to their family members. Once incarcerated, the primary PACT individuals will be fast-tracked for the Boston Reentry Initiative.*
- **Violence Intervention and Prevention (VIP)** – *run by the Boston Public Health Commission (BPHC), VIP is a violence prevention strategy in five Boston neighborhoods: Bowdoin Geneva,*

Uphams Corner, Grove Hall, Orchard Gardens and Mattapan. The program works with community residents and organizations to increase afterschool and employment opportunities, improve the neighborhood environment by identifying and abating conditions that contribute to crime, and increasing resident access to health services. Each VIP neighborhood has its own resident coalition that is coordinated by a local community organization.

- **Shannon Grant Community Safety Initiative** – *uses a multidisciplinary data driven approach that balances the elements of prevention, intervention and enforcement to target gang-related youth firearm violence in violent hotspots. Through the Shannon Grant, the City has built a successful collaboration balancing City, community, faith, and law enforcement partnerships and continues to work with regional law enforcement and multi-disciplinary partners on a comprehensive strategy that builds on best practices and lessons learned. Following the model of the OJJDP’s Gang Reduction Program, this initiative draws its strength from a strong multidisciplinary collaboration, including not only various state and city agencies, but also partnerships with faith-based, philanthropic, and business organizations within the community. The Shannon Grant represents a significant investment by the State in the continued safety and well being of Boston residents.*

In each of these efforts, a wide range of assets are being focused in areas and with individuals most in need.

Promising Outcomes:

Progress is being made on many fronts.

Today, BPS graduation rate is the highest it has ever been and the drop out rate is at the lowest level in more than two decades. Through the Re-engagement Center, BPS has helped more than 1000 students who dropped out of school return to the classroom and earn credits toward graduation.

Over the last ten years, the amount of gun violence in Boston has remained well below the highs of the early- and mid-1990s. In addition, from 2007 through 2010 total violent crime has continued to decrease.

Remaining Challenges:

Despite these advances, youth violence remains a persistent challenge, requiring constant attention and focus. Factors that are more likely to influence involvement in violence and substance abuse include: poverty, single-parent families, unemployment, and limited educational attainment of parent/guardian.^{xvi} Truancy has also been linked to juvenile crime. These underlying root causes must be addressed proactively, to prevent youth violence. At the same time, we must intervene with those currently involved in youth violence as victims or offenders.

In Boston, we have made great strides in working in a multi-disciplinary fashion, using a comprehensive approach that balances prevention, intervention, enforcement and reentry. However, the traditional “silos” of responsibility, information and data remain in many areas. It is our hope that through this planning and implementation process we will continue to break down these silos and achieve sustained youth violence reductions into the foreseeable future.

III. DESCRIPTION OF PLANNING PROCESS

Upon selection by the Obama Administration to take part in the National Forum on Youth Violence Prevention, the City of Boston began the planning process for a comprehensive plan to prevent and reduce youth violence. Building on our strengths and including a vast array of partners, a multi-layered needs assessment was completed; one which identified current efforts and best practices, as well as identified challenges and gaps in services and programming. Once collected, this information was analyzed and utilized to make key decisions regarding priorities for the Action Plan. Boston partners benefited significantly from insight and experience of other National Forum sites. A description of the process and outcomes follows.

Phase 1 – Groundwork and Structure

Federal Agency Site Visit and Assessment

The Department of Justice (DOJ) and the Department of Education (DOE) provided Boston with a useful appraisal of its assets and challenges as observed during eight listening sessions with key stakeholders^{xvii} over the course of a two-day site visit in June 2010. During those meetings, DOJ and DOE representatives led conversations regarding each sector's experience with youth violence in the city.

Drawing from those discussions, the DOJ and DOE identified Boston's strengths and limitations in multi-disciplinary partnerships, balance of its approach to youth violence, and data-driven strategies.

The DOJ and DOE found that **Boston's strengths in its partnerships, balance of approach, and data usage are manifold:**

- *Long-term, community-rooted leadership of Mayor Menino as a galvanizing force*
- *One of the nation's leaders in community-based policing, enriched and complemented by involvement from the private and public health sectors*
- *Knowledge of the issues and the professional relationships surrounding them are deep and wide-reaching*
- *A great number of collaborative relationships in place as well as several promising programs and interventions targeting youth violence*
- *Strong enforcement and reentry efforts*
- *BPD identified as the primary sharer of information and an advocate for independent evaluation*
- *A shared commitment to people- and place-based strategies*

The DOJ and DOE also called attention to some **key challenges** faced in Boston:

- *Need for greater anti-violence program coordination in various sectors (community and faith-based, businesses and foundations),*
- *Universities as a potential locus of community and resource growth*
- *Need to institutionalize strong interagency relationships*
- *Need for deeper prevention work with families and early childhood education*
- *Need for additional resources in mental health screening and trauma treatment*
- *Need for an aggressive truancy reduction effort*

- *More jobs, more post-release supervision, and fewer guns*
- *A more formalized data-sharing protocol amongst all appropriate entities, especially the Boston Public Schools Department, which is a key potential source of the intelligence that could help connect children and families to services*
- *Boston would benefit from a plan that would fully coordinate the array of promising programs and the information available through the many stakeholders at the table*

Executive Planning Session

An executive-level strategic planning session was held in September 2010, which included the heads of the Boston Police Department, the Boston Public Health Commission, the Boston Public Schools, and the faith-based Boston Ten Point Coalition. These City leaders put together a list of three key challenges to prioritize for Boston’s collaborative youth violence prevention efforts: ***interagency information-sharing, engaging youth in pro-social activities, and the prevalence of illegal firearms.*** These key challenges were discussed further at the convening in Washington DC.^{xviii}

Working Session in Washington DC

In October 2010 delegations from all six sites participated in a two-day Working Session in Washington DC. At the session, local and federal participants discussed current efforts to reduce youth and gang violence, highlighted promising practices and identified common challenges. Boston sent a delegation of eight to this session, including representatives from the Mayor’s Office, Police Department, Health Commission, School Department, US Attorney’s Office, and Ten Point Coalition. This was a very productive session, with our delegation returning to Boston with a renewed sense of purpose and focus.

Establishment of Governance Structure

Upon return from the DC meeting, a governance structure was put in place to ensure that the comprehensive strategic plan would be completed in accordance with the aggressive timeframe of a spring release date. Under the leadership of Mayor Menino, a structure and process was established that includes an Executive Governance Board, a Working Group, and a designated coordinator. ***See Attachment #1 for Governance Structure diagram.***

Boston is also fortunate to be a Defending Childhood Initiative (DCI) site. The National Forum Coordinator is part of the DCI Leadership Team, and there is significant coordination between the two planning processes given their related missions.^{xix}

Phase 2 – Gathering Input and Information

Key Stakeholder Interviews

A series of interviews were completed with key stakeholders from a variety of agencies, departments, and organizations, each with a role to play in our comprehensive strategy. Some of these interviews were completed in advance of the initial Forum convening in Washington DC, while others were completed in subsequent months. ***See Attachment #2 for Key Stakeholder agencies interviewed and common themes that emerged.***

Inventory of Current Efforts

A comprehensive inventory was undertaken during this phase, in an effort to catalog and assess current programs, initiatives and activities aimed at reducing youth violence. In developing the inventory matrix, various populations were included to get partners thinking about their work in a more comprehensive and holistic way, due to the significant overlap between prevention and intervention, and intervention and reentry. This matrix allowed for programs to be listed in multiple categories, with various populations. ***See Attachment #3 for completed inventory matrix.***

Community Listening Sessions and Focus Groups

A series of community listening sessions were held with existing community and faith-based coalitions. For these meetings Forum representatives facilitated discussions during regular monthly meetings. In addition, several pastors volunteered to discuss the forum at their church services and request input via surveys. There were also several community-sponsored meetings on youth violence that Forum representatives attended to listen as part of the audience. This combination of formats allowed us to gather more input and get the message out regarding Forum efforts to a wider audience. Listening session materials and format were developed in large part based on materials and experience from National Forum sites of Memphis and Salinas.

In addition, focus groups were held with several key demographic groups – youth leaders, youth in Department of Youth Services custody, youth attending community-based programs, and inmates from the Suffolk County House of Corrections. We felt it was important to have smaller, confidential conversations with each of these groups to get their insight and perspective on challenges and solutions to youth violence.

Twenty (20) listening sessions, focus groups, and community-sponsored meetings were held and/or attended by Forum representatives, reaching well over 350 people who live or work in neighborhoods disproportionately impacted by youth violence. These listening sessions and focus groups are ongoing in an effort to constantly inform and refresh the plan. ***See Attachment #4 for a complete listing of the sessions and common themes that emerged.***

Peer-to-Peer Exchange

In December 2010, Boston hosted a peer-to-peer exchange site visit from **Salinas**. Though intended as a visit for Salinas to learn from us on information sharing and various intervention initiatives, it was very much a learning experience for Boston partners as well. Insight regarding Salinas' community listening sessions process was very useful and informed our process. We are looking forward to future discussions with Salinas regarding their implementation of some key take-aways from their visit regarding potential replication of components from our programs and initiatives.

In February 2011, a group from Boston visited **Chicago** to learn more about their data sharing and school safety initiatives. This was an extremely informative visit. Though the scale of violence is much larger in Chicago, we have many of the same challenges and issues. Learning about their approaches and strategies was very educational, with key take-aways that will inform our school safety initiatives. For example, to supplement the work already being done

by the BPS and BPD School Police units, we plan to incorporate strategy meetings between school administrators and police district commanders as we go forward.

Technical Assistance

Technical assistance requests were made through the Department of Justice regarding truancy reduction, and assistance with technology assessment that will attempt to enhance connectivity between prioritized agencies and the Boston Regional Intelligence Center (BRIC). We are confident that this assistance will move our efforts forward in each of these areas.

Phase 3 – Analyzing Finding

Inventory Findings

Upon completion, the inventory was reviewed by the Working Group, with conclusions drawn regarding where gaps in services and coverage appear, as well as where there may be overlapping efforts. The inventory is very broad in scope, and therefore there were many gaps in services along the continuum. This plan will not address every gap, instead it will focus on the main gaps, with the attachment serving as additional information for areas that may also be addressed by partners or funders.

Key Stakeholder Interview Findings

Responses from interviews were compiled into one summary document for review and analysis. This document was disseminated to the Working Group for review and analysis. Common themes emerged, which represent current challenges as well as opportunities for youth violence prevention and reduction in the City.

Community Input

Notes were taken at all listening sessions, focus groups, and community meetings; then disseminated to the Working Group for review and analysis. Common themes emerged, many of which echoed the common themes from the stakeholder interviews.

Phase 4 – Strategic Decision-making

Decision- Making

Following review and analysis of the findings from inventory, key stakeholder interviews, community listening sessions, focus groups, executive planning session, and observations from the Federal Site Visit; decisions were made regarding priorities for inclusion in the action plan. Following completion, drafts of the plan were processed and vetted with Executives by the Working Group.

Phase 5 – National Forum and Beyond

National Forum Event

On April 4th and 5th 2011, the National Forum on Youth Violence will convene in Washington DC. Teams from Boston, Chicago, Detroit, Memphis, Salinas and San Jose will present their comprehensive plans and engage in a Working Session with the Department of Justice, Department of Education, and other federal agencies.

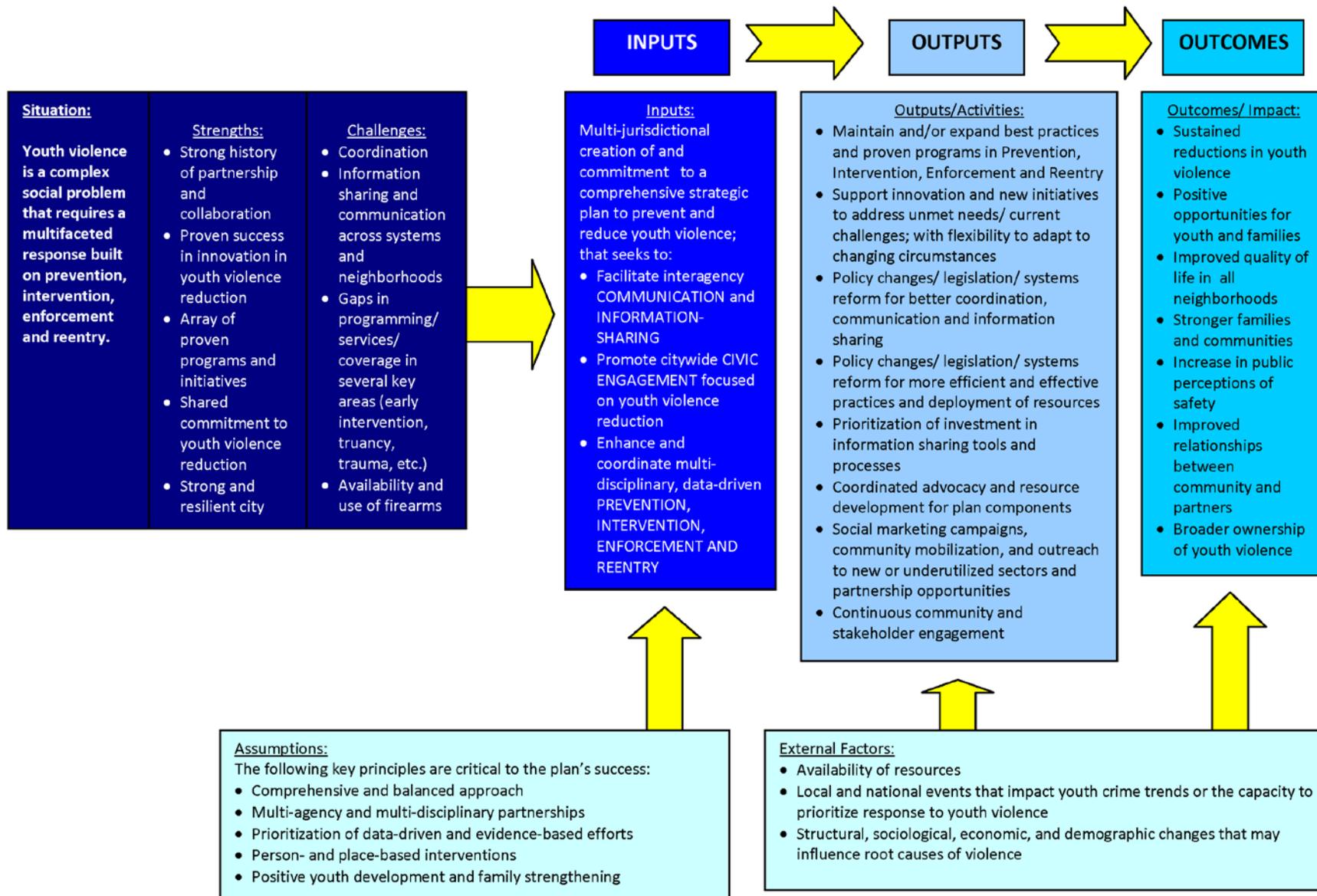
Implementation

The three-year action plan in Section IV will be implemented 2011-2013; with ongoing support and technical assistance by the DOJ and other federal agencies. The governance structure put in place will remain, as will the designated site coordinator. Outcomes and successes will be monitored and reported out to the community and key stakeholders on a regular basis.

Ongoing, coordinated resource development and advocacy in support of plan components will be critical to success.

City of Boston: Plan for Youth Violence Prevention and Reduction

Logic Model



IV. ACTION PLAN

What will we do?

This planning process has clarified for partners what our strengths are, what challenges remain, and what our focus areas need to be for the next three years to achieve sustainable long term reductions in youth violence. We will continue to build on what works, and address the biggest gaps and challenges being mindful of resource constraints.

The Action Plan will address **three strategic goals**:

1. Facilitate interagency Communication and Information Sharing
2. Promote citywide Civic Engagement focused on youth violence reduction
3. Enhance and coordinate multi-disciplinary, data-driven:
 - ⇒ Prevention
 - ⇒ Intervention
 - ⇒ Enforcement
 - ⇒ Reentry

Using this framework, we will seek to maximize strengths, address challenges, and focus on the major areas identified by partners.

Strengths

- Mayor Menino's ongoing commitment to providing opportunities for youth and safe neighborhoods
- Progressive approach to youth violence
- Strong history of partnership and collaboration
- Proven success in innovation in youth violence reduction
- Array of proven programs and initiatives
- Strong enforcement and reentry components
- Shared commitment to youth violence reduction
- Strong and resilient city

Challenges

- Citywide coordination
- Information sharing and communication across systems and neighborhoods
- Gaps in programming/ services/ coverage in several key areas, mainly in the prevention and intervention components
- Lack of resources to address these gaps due to current fiscal times, and
- Availability and use of firearms, including difficulty getting national legislation

Major focus areas identified by partners and community to address challenges include:

- **Information sharing and communication**
- Community empowerment
- Education (including truancy)
- Employment
- Family support and strengthening
- Illegal guns

- Mental health/ trauma response
- Youth voice and inclusion in planning and decision-making processes
- Continuation of comprehensive multi-agency strategies that combine prevention, intervention, enforcement and reentry; with both a person- and place-based focus.

See Attachment #5 for Detailed Implementation Plan/ Timeline

Strategic Goal #1: Communication and Information Sharing

Enhanced Information and Data Sharing, Collaborative Analysis and Communication was identified as the primary strategic goal that was prioritized by all members of Boston's Forum Plan Working Group and through stakeholder interviews. This is critical for enhancement of current efforts, as well as for future innovation.

Improvements to information sharing and collaborative analysis would benefit the community in many ways. Examples include:

- More comprehensive risk assessments that could identify youth for intervention much earlier
- Earlier detection of trends and patterns that could prevent violence and other risky behaviors

Building on existing institutional relationships and the centralized analytical strengths of the Boston Regional Intelligence Center (BRIC), Boston aims to enhance our multi-agency connectivity and capacity to understand and address youth violence through collaborative, data-driven prevention, intervention, enforcement and reentry operations.

In addition, we are seeking to expand opportunities for quality information sharing and communication between agencies and with the community. This includes formalizing information sharing practices with an emphasis on institutionalizing individual-based exchanges so that information flow is not dependent on personal relationships; as well as use of social media to push information to constituents; use of technology to gather information from constituents; and creating the time and space necessary for the exchange of meaningful information between interested parties.

Facilitating interagency communication and information sharing will take place on multiple levels, with multiple agencies across the Prevention-to-Reentry spectrum.

Types of information flow that we seek to support include:

1. **Information flow between agencies and community.** This type of communication relies on agencies and community in constant dialogue regarding what information they want from one another, and what they are able to provide. Community meetings, interactive social media (i.e. successful City and BPD Facebook and Twitter programs), youth/police dialogues and focus groups are just a few examples of this type of communication that will be utilized.
2. **Information sharing systems within agencies.** For example, both the BPD and BPS are undergoing procurements of enhanced systems (Records Management System and Student Information Systems respectively) that will greatly improve their abilities to track and

analyze data. Other departments and agencies do not have management information systems or databases. These will need to be created.

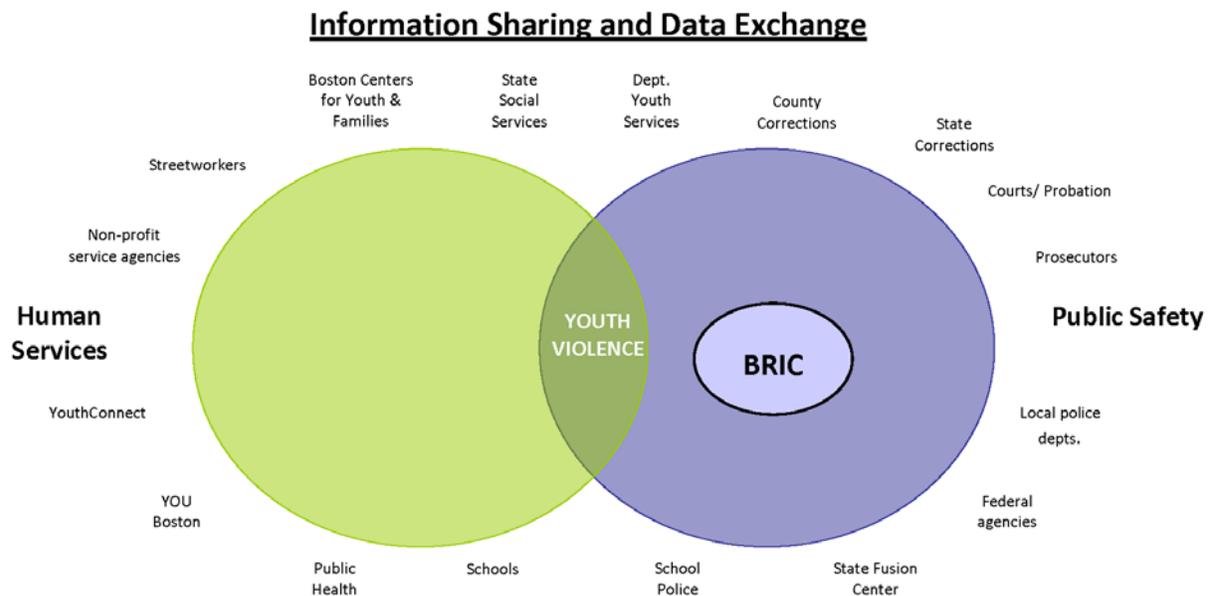
3. **Information flow between agencies with similar missions/ confidentiality restrictions.** For example, similar mission information flows could be corrections to BRIC, or social worker to guidance counselor. In these instances where missions and legal restrictions are similar, information exchange is easier.
4. **Information flow between agencies with differing missions/ confidentiality restrictions.** In these instances where missions and legal restrictions differ (i.e. Boston Public Schools to BRIC) information sharing can be more difficult.
5. **Information flow within coalitions of agencies.** These types of projects may require new, shared databases; or they may rely on case-conference type meetings. Examples of these multi-agency coalitions currently utilizing or creating information sharing processes include: Circle of Promise, Community Learning Initiative, PACT, and Juvenile Justice Roundtables (run by DA's Office).

In most of these types of information sharing, written agreements, policies and procedures, and technology solutions to create connectivity are needed.

Under this plan to prevent and reduce youth violence, we seek to promote better information sharing within public safety, within human services, and across these two sectors as they relate to proactively addressing youth violence.

The intersection of these two sectors represents an opportunity to share and analyze data and information together. We believe the benefits to this would include:

- Earlier and more comprehensive identification of risk for youth, children and families
- Better-informed person- and place-based interventions
- Better-informed allocation of resources



Key Objectives of this plan regarding Communication and Information Sharing include:

Objective: Complete technology assessments with criminal justice partners to link to BRIC starting with the following and expanding as appropriate:

- Suffolk County House of Corrections
- State criminal justice agencies
- Suffolk County District Attorney's Office

Objective: Establish policies and procedures for achieving connectivity with criminal justice partners to link to BRIC starting with the following and expanding as appropriate:

- Suffolk County House of Corrections
- State criminal justice agencies
- Suffolk County District Attorney's Office

Objective: Achieve connectivity with criminal justice partners and BRIC starting with the following and expanding as appropriate:

- Suffolk County House of Corrections
- State criminal justice agencies
- Suffolk County District Attorney's Office

Objective: Complete technology assessments with social service partners to link to BRIC starting with the following and expanding as appropriate:

- Boston Public Schools
- Boston Public Health Commission
- Boston Centers for Youth and Families

Objective: Establish policies and procedures for achieving connectivity with social service partners and BRIC starting with the following and expanding as appropriate:

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- Boston Public Health Commission
- Boston Centers for Youth and Families

Additional resources will be needed to achieve these linkages.

Additional objectives focus on information sharing processes, such as:

- New strategy and information sharing meetings between school administrators and police district commanders
- New case management system for PACT in partnership with Microsoft
- New Forum Partners Research and Analysis Group to focus on integrated analysis
- Reinvigorated Community Based Juvenile Justice Roundtables, currently being piloted at Dorchester High School

- Use of the Academic Achievement Framework to better assess students' needs, piloting in the Circle of Promise and then going citywide
- And proceeding with the Code for America effort to better link school and public library information to Boston Centers for Youth and Families to track youth development outcomes. There are also several apps being developed to better communicate with youth.

A complete listing of objectives, activities, responsible parties and outcome measures for this Strategic Goal are included in Attachment #5 – Detailed Timeline and Implementation Plan.

Strategic Goal #2: Civic Engagement

Boston benefits from significant civic involvement, volunteerism, and investment in services and programs throughout the City, as well as community mobilization around specific issues and concerns. To build on this strong foundation, Boston aims to tap into underutilized civic assets to reduce youth violence both for greater social justice and for the City's present and future economic success. This enhanced, focused drive for civic engagement around the issue of youth violence prevention and reduction will call to action residents, local business leaders and entrepreneurs, higher education institutions, private and corporate foundations, community- and faith-based non-profits, and hospitals and community health centers. We will seek to meet the City's challenges with collective action.

Key objectives to achieve this civic engagement are listed below.

BUSINESS COMMUNITY:

Currently there are a number of economic revitalization efforts underway intended to improve quality of life in our neighborhoods and business districts, thereby lifting the economic futures of residents. Businesses large and small are engaged in these efforts, as are a number of City agencies and departments. For example, Mayor Menino recently announced a major economic investment in the Dudley Square neighborhood to revitalize this high crime area and provide better outcomes for residents. In addition, implementation of Boston's first Business Improvement District (BID) in the Downtown Crossing area has recently begun, which will address quality of life issues for residents, businesses and other stakeholders in the area.

Another example of a slightly different approach is the recently announced LISC-coordinated Resilient Communities/ Resilient Families (RC/RF) program. This will support comprehensive community development efforts in three Boston neighborhoods. Those efforts will begin in 2011 with a community engagement process led by a convening agency in each neighborhood. A number of businesses and non-profit agencies are involved with this, as are a number of private foundations.

In a broad context, these efforts can be considered youth violence prevention and as such are included in this plan. However, additional and more intentional ownership of youth violence prevention is needed within the business community.

An example of business investment in youth violence that we would like to model going forward is the assistance the Hill Holliday advertising firm provided to the City. They worked closely with BPD to create the text-a-tip program, first of its kind in the nation, and its kick off

media campaign. Significant time was dedicated by Hill Holliday pro-bono in support of text-a-tip, which continues to produce very positive results.

National Forum Site Memphis, TN has a strong business community connection to youth violence. We will consult with them on additional avenues for enhancing our relationship with the business community.

Objective: Build upon existing relationships and create new relationships with the **business community** to increase ownership of youth violence by providing additional youth jobs and vocational training opportunities as well as other investments in youth violence prevention activities.

Additionally, the Boston Business Watch is a community-based program supported by the BPD and similar to the Neighborhood [Crime] Watch program. Businesses are encouraged to join and take an active role in preventing and reducing crime that affects them and keeping their business districts safe. Local business watches are looking out for one another and mutually assisting one another. They have been trained on how to recognize and report suspicious activity and/or people. And they are meeting regularly to discuss issues that relate to, not only crime and safety, but ways of taking responsibility for the condition and cleanliness of each individual store and district. Currently there are ten Business Watches. Presentations have been made to all of the Main Street programs to increase the number of Business Watches.

Objective: Expand number of business watches, focused in high-crime areas.

FOUNDATION COMMUNITY:

Boston is very fortunate to have a large number of very active private and corporate foundations, many of which have invested heavily in youth related issues. Several examples of robust partnerships follow. [Please note, this is not an all inclusive list.]

An excellent example of public/private partnership is Camp Harbor View, created in 2007. Created to offer Boston children a true summer camp experience, Camp Harbor View is an initiative of the not-for-profit Camp Harbor View Foundation, Inc. in partnership with the City of Boston and the Boys & Girls Clubs of Boston. Close to 800 children ages 11 to 14 living in Boston's at-risk neighborhoods are provided with the opportunity to leave the city during the day and participate in a four-week summer camp program. Offering the traditional activities that summer camp is known for, such as hiking, arts and crafts, sports and swimming, Camp Harbor View also includes innovative programs that strive to build children's confidence and leadership strengths. Collaboration with Program Partners provides the campers the opportunity for learning and discovery through a wide range of programs and activities by experts in their field. Campers can attend one of two four-week long sessions during the months of July and August. Bus transportation is provided at no additional cost to families, picking campers up at 12 locations throughout Boston and departing camp each night at 6pm following the evening meal. Tuition for one camper is just \$5 per four week session.

In addition, Boston After School & Beyond is a public-private partnership that seeks to realize Mayor Menino's goal of ensuring that every child in Boston has the opportunity to develop to

his or her full potential. Boston Beyond's role is to expand learning and skill development opportunities for students. Boston Beyond catalyzes partnerships among program providers, philanthropy, business and higher education, and the City of Boston, especially the Boston Public Schools. Boston Beyond advances student learning by leveraging the strengths of program providers, both large and small, through a coordinated approach to school and community partnerships. This coordinated approach is at the core of every Boston Beyond initiative.

The Boston Public Health Commission has received funds from the Robert Wood Johnson Foundation to prevent intimate partner violence among youth ages 13-18; and to prevent future violence stemming from past assaults by intervening with victims.

In addition, the United Way, The Boston Foundation, and State Street Foundation's Youth Violence Prevention Funders Learning Collaborative, are members of the Defending Childhood Initiative Collaborative Body. Through participating in the collaborative meetings and key informant interviews, they are informing the assessment and strategic planning process by providing feedback on the assessment plan, identifying gaps and challenges and contributing innovative ideas.

The Red Sox Foundation and Mellon Bank are very supportive of Boston Centers for Youth and Families in terms of funding activities and programming in community centers as well as recreational opportunities.

John Hancock Financial contributes to summer youth jobs in general and to the FACT initiative which specifically employs 14 year olds. John Hancock also partners with the BPD to fund the Summer of Opportunity, which provides extensive job skills training and professional employment opportunities to approximately 40 Boston teens annually.

The Boston Scholar Athlete Program – partnership between City of Boston and the Red & White Foundation (charitable giving arm of Suffolk Construction Inc) supports academic achievement through athletics in Boston Public Schools. Fostering a platform that encourages participation from professional sports teams, colleges and universities, and corporations, the program is committed to enhancing opportunities for Boston Public School scholar athletes.

The Boston Foundation's StreetSafe Boston Initiative is a multi-year youth development and safety initiative designed to reduce youth violence in a subset of Boston neighborhoods disproportionately and persistently affected by high rates of violent crime. StreetSafe has two main strategies, the first being Street Level Gang Intervention which deploys StreetSafe Boston Streetworkers with street credibility to establish relationships with proven-risk youth to intervene in cycles of violence, resolve conflicts, and connect youth to needed services in coordination with existing City and Faith Based Streetworkers and Youth Outreach Workers. The second strategy is Neighborhood Based Service Delivery, a multiple-agency neighborhood-based strategy to provide vital alternative programming and social services for proven-risk youth in the following categories: workforce, education, legal services, housing services, family services, reentry, mental health services and recreation.

The Boston Foundation also gives grants annually to non-profit organizations to work in Boston neighborhoods, and they have funded a number of research studies intended to improve the criminal justice system.

Though the investments from multiple foundations continues to be substantial, we believe there is room to grow, especially in targeted youth prevention funds, and in a much more coordinated and sustained manner.

Objective: Build upon existing relationships with **private and corporate foundations** to increase resource support for youth violence prevention efforts.

ACADEMIC COMMUNITY:

Boston's 35 colleges and universities are home to more than 145,000 students and 40,000 faculty and staff. Their schools of medicine, technology, public health, and criminal justice and others attract more than \$2 billion annually in federal research funding. Their extensive community programs—from after-school sports and recreation to youth mentoring and academic summer camps—are an important component of Boston's youth violence prevention safety net. The City of Boston has a strong track record of successful partnerships with local colleges that we will be able to mobilize in support of this plan.

An example of these partnerships is **Step UP**. Boston College, Boston University, Harvard University, Northeastern University, and Tufts University joined the BPS in their efforts to close the achievement gap. Step UP harnesses these universities' expertise, intellectual resources, and substantial experience in public education outreach to deliver targeted services to ten selected Boston schools.

In another example, the Harvard Injury Prevention Research Center, Boston University and The Heller School for Social Policy and Management are key partners in helping the Defending Childhood Collaborative understand what data exists in Boston, what the gaps are, and opportunities for building capacity. During the implementation phase, they will help support in monitoring and evaluation of the progress and impact of the Initiative's strategies.

In addition, University of Massachusetts Boston (UMASS Boston) is a strong partner in efforts to prevent youth violence. For example, UMASS Boston served as the venue for the U.S. Attorney's fourth annual Gang Prevention Summit in November, 2010. The Massachusetts Project Safe Neighborhoods program hosted the conference and developed the agenda, which included a selection of innovative youth violence prevention and intervention programs from Boston, Brockton, Springfield and Worcester. The Summit was attended by approximately 550 educators, service providers, law enforcement personnel and government officials. UMASS Boston Chancellor Keith Motley provided opening remarks, and the entire event was facilitated by the University's catering and conference services.

Further, Northeastern University partners with Boston organizations and schools on a wide array of issues. Two programs specifically targeting youth violence are Peace Through Play, a student organization, mentored through the university's Center of Community Service, which teaches non-violent conflict resolution in Boston elementary schools

and with afterschool programs; and Mentors in Violence Prevention, an initiative of Northeastern's Sport in Society research center, which works with male and female student-athletes of all ages on issues of bullying and gender violence.

Objective: Build upon existing relationships with **colleges and universities** to increase support for youth violence prevention efforts, with an emphasis on mentoring and volunteerism by students.

COMMUNITY:

A major theme coming out of the listening sessions was the need for community to be better represented in decision-making circles.

An *objective* coming out of this is to assemble and convene monthly a **Community Advisory Board** comprised of residents and other leading voices, including youth, from Boston's neighborhoods most affected by youth violence. This Board will provide helpful feedback and input regarding decisions on youth violence prevention efforts. In addition they will take on their own agenda items in support of the plan.

A related suggestion coming out of listening sessions was to include a youth voice in the process, especially with regard to what programs and activities are of most interest.

Objective: **Engage youth in planning processes**, and engage them in dialogues to improve relationships with police.

Boston is a city of neighborhoods, with varying levels of strength and resiliency. Many neighborhoods are rich with community activism and cohesion, others less so. This plan seeks to build on existing efforts that are in place, and expand community mobilization to a broader audience.

Objective: Support existing **community mobilization and planning efforts** (e.g. VIPs, Peace marches, clergy walks, Safety Task Forces, Crime Watches, Neighborhood Advisory Boards).

Objective: Support existing and enhanced **faith-based efforts** to reduce youth violence (i.e. neighborhood walks, youth programming, and mentoring)

Concerns were raised at several community meetings and stakeholder interview around the perception that there is a larger cultural acceptance of youth violence as the norm. For example, youth are constantly exposed to media and music glorifying violence. An aggressive social marketing campaign is needed to counteract this negative culture.

Objective: Create **social marketing campaigns** to create a culture that does not accept violence as the norm, utilizing social media as well as traditional marketing methods.

A complete listing of objectives, activities, responsible parties and outcome measures for this Strategic Goal are included in Attachment #5 – Detailed Timeline and Implementation Plan.

Strategic Goal #3: Prevention, Intervention, Enforcement and Reentry

As has previously been noted, we are very fortunate to have a host of proven programs and initiatives across the prevention-to-reentry spectrum. These will continue.

This plan seeks to enhance and better coordinate existing efforts, as well as focus on several key focus areas to address gaps across the Prevention-to-Reentry spectrum:

- **Education**
- **Employment**
- **Family support and strengthening**
- **Illegal guns**
- **Mental health/ trauma response**

COMMUNITY POLICING 2.0

Additional focus and resources are being devoted to Community Policing by the Boston Police Department. This philosophy of Community Policing is critical to crime reduction, quality of life improvement and increasing community trust and confidence in the police.

Specifically, **Community Policing 2.0** will include a more coordinated and strategically focused and enhanced alignment of four key initiatives. These key initiatives will bolster and inform one another, with a more sophisticated evaluation-driven laser focus in areas and with problems and concerns identified by citizens.

1. **Safe Street Teams** -- teams of line-level, District-based officers on foot patrol or on bikes work to increase visibility, establish lines of positive contact, and respond to concerns of neighborhood residents and workers. Additional training and resources will better equip teams to work with the community.
2. **Reporting Area (RA) Project** --The "RA Project", originating in our East Boston neighborhoods and now adopted by all of our Districts, creates opportunities for police officers to work closely with residents, business owners and city agencies to address quality of life concerns. In each District, police officers, for at least one hour during their shift, are required to identify a problem such as a quality of life concern within their assigned reporting area. Working closely with the community, issues such as graffiti, missing stop signs, and broken lighting are identified and together, police, residents and business owners come up with viable solutions. The RA Project was created on the premise that a strong focus on quality of life issues, while remaining diligent on crime issues, results in a community less likely to tolerate any crime and therefore a decrease in the overall crime rate. This project has been well-received in our neighborhoods.
3. **Constituent Response Teams (CRTs)** -- CRTs are district-based teams that proactively identify and analyze recurring quality of life issues for follow up. The BPD analyzes data from multiple sources to examine trends and patterns in citizen complaints for minor crimes, nuisances, and social disorder. The CRT is comprised of the officers from the BPD as well as representation from the Public Works Department, Transportation, Department

of Neighborhood Services, Code Enforcement, the Parks and Recreation Department, Graffiti Busters and Basic City Services.

4. **Technology** to enhance information sharing between the BPD and the community, such as social media, smart phone applications, hotlines and strategically placed cameras.

These coordinated community policing efforts will help to enhance citywide efforts in the focus areas listed below.

PREVENTION

Prevention is an area that has been broadly identified as needing additional emphasis.

Education

High quality education from early childhood through high school is perhaps the most comprehensive and impactful youth violence prevention tool there is. Mayor Menino and Boston Public Schools Superintendent Carol R. Johnson will continue to move forward the Acceleration Agenda and the Circle of Promise described earlier.

Key objectives in Education are:

Objective: Continue moving forward with BPS' 2008 *Acceleration Agenda* that outlines goals and priorities for transforming the Boston Public Schools. The district's work to achieve these goals is organized into four broad core strategies, each of which includes various initiatives and tactics:

- Strengthen teaching and school leadership
- Replicate success and turn around low-performing schools
- Deepen partnerships with parents, students, and the community
- Redesign district services for effectiveness, efficiency, and equity

Objective: Continue the *Circle of Promise*, as described earlier, with resources allocated to this initiative on an ongoing basis. This includes additional services and opportunities for youth, as well as professional development for teachers.

Employment

Closely tied to education, employment is a critical component to youth violence prevention and reduction. This theme will re-emerge in the Intervention section, however key prevention objectives include:

Objective: Continue to prioritize summer jobs for teens. The Mayor's Youthline/ Youth Fund will continue to advocate for, fund, and connect youth to summer jobs as a youth violence prevention tool. While significant investment has been made, more jobs are needed.

Objective: Continue the Summer of Opportunity program, a partnership with John Hancock Financial to provide year-round job training and employment to high risk youth. This will serve as a model for City/private sector partnerships.

Mental Health and Trauma

General and acute mental health services, trauma response, and related treatment have been identified as major needs for individuals and communities affected by violence in Boston's neighborhoods. Boston will address this need by advocating and applying for additional resources in these areas as well as continuing current efforts.

Key to this will be the DOJ sponsored **Defending Childhood Initiative (DCI)** – a comprehensive, cross-systems planning and implementation process currently underway in Boston focused on preventing and reducing the impact of exposure to violence in homes, schools, and communities for children 0 to 17. The Boston Public Health Commission is leading this effort for the City along with Betsy McAlister Groves from the Child Witness to Violence Project at Boston Medical Center.

While DCI will provide the overall framework and structure to trauma services going forward for 0 to 17, there are a number of efforts underway that will continue to serve a much broader population of youth and families. Key objectives to trauma response includes:

Objective: Continue **BPHC Trauma Services Program**, with a focus on increasing capacity at Boston's Community Health Centers, providing coping and stabilization groups to residents and students affected by violence and also offers training and capacity-building to community organizations and schools to increase awareness of and address the effects of trauma.

Objective: Continue **BPHC Violence Intervention Advocate Program**, which works with gunshot and stabbing victims identified through Boston Medical Center's Emergency Department to provide culturally appropriate case management, family support, and referrals to services.

Objective: Continue partnership with the **Child Witness to Violence Project** at Boston Medical Center (BMC), which provides developmentally informed, trauma-focused intervention to young children and their parents who are affected by violence and other trauma since 1992. The project also implements both national and state-focused training for health care professionals, police, educators, and many other social service professionals who confront these issues. Betsy McAlister Groves is the founding director of the Project and is recognized nationally for expertise and experience in this area.

Objective: Continue the recently formed BPD partnership with the **Boston Emergency Services Team (BEST)** to improve police response to individuals with mental illness. Under the leadership of Boston Medical Center and with the support of the Massachusetts Behavioral Health Partnership, BEST provides 24-hour service for adults and children in need of immediate psychiatric intervention. Individuals who need emergency care are assessed and briefly treated by experienced, master's level clinicians and physicians who specialize in rapid community response to those in psychiatric crisis.

Objective: Continue support for homicide survivors by enhancing work by community-based agencies such as the **Louis D. Brown Peace Institute**. The Peace Institute provides families with support services during the critical 24-48 hour period after a homicide occurs. These services include coordinating the family's internal support network of family and friends; guiding the

family in crafting a family/media statement; providing funeral preparation using *The Step-By-Step Burial and Resource Guide*. They also ensure that families receive appropriate referrals for services, including mental health services, individual counseling, bereavement counseling, substance abuse services, housing relocation, additional financial resources, places of worship for the funeral, spiritual guidance, and other non-traditional therapies as appropriate, connect the family with the institute's internal network of survivors including the sibling survivor group and the survivor leadership academy and provide emotional and technical support to families months and years after a homicide.

Family Support and Strengthening

The importance of families in preventing youth violence cannot be overstated. This is a theme that originally came up during stakeholder interviews, but was a major theme of community listening sessions. Parents and guardians need formal support from agencies as well as informal support from neighbors and community members. Topic areas for parenting education include youth development, interacting with agencies and systems (i.e. schools, courts), health and wellness, and others.

Objective: Continue and enhance parenting programs such as BPS' Parenting University and Family Support Centers, the non-profit Family Nurturing Center of Massachusetts, Court-run fatherhood and motherhood programs, and other programs run by the Boston Public Health Commission's Child Adolescent and Family Health Bureau.

Objective: Seek to better utilize partnerships with hospitals and community health centers, of which there are a multitude in Boston.

Illegal guns

As mentioned earlier, through Mayor Against Illegal Guns (MAIG) led by Mayors Menino and Bloomberg, the nation's mayors are working together to protect their residents, especially children, from the harm that comes from illegal guns. MAIG's agenda includes coordinating legislative, enforcement, education and information sharing strategies to keep guns out of the hands of criminals

Objective: Advocate for federal legislation currently before Congress in support of MAIG's national campaign to fix the nation's gun-check system. This legislation seeks to enter all the names of all prohibited purchasers into the background check system and require background checks for all gun sales.

Objective: Advocate for Mayor Menino's proposed state legislation to increase penalties for felons who possess firearms to a mandatory minimum sentence of 5 years; and require semiautomatic firearms to have the ability to micro-stamp bullets.

Objective: Continue to support local grassroots efforts to get illegal guns off our streets, including education and outreach efforts, community mobilization and activism.

Neighborhood-based Prevention

Neighborhood based prevention activities and youth development activities will be continued. The VIP and Community Learning Initiatives mentioned earlier, as well as a plethora of youth

activities and programs through the Boston Centers for Youth and Families will continue, including Camp Harbor View.

INTERVENTION

Though there are a host of proven intervention initiatives in Boston, this is an area that has been identified as needing additional focus and support.

Education

In addition to promoting access to and usage of alternative education and GED programs, the most pressing educational intervention need is to keep youth in school. Therefore, truancy will be addressed in a more comprehensive and effective manner.

Objective: Enhance current *Truancy* efforts following a thorough analysis of the issue and review of national best practices. This has been identified as a gap, and Forum- sponsored technical assistance is forthcoming to assess our systems and recommend best practices. Current efforts such as Truancy Watch (partnership with MBTA police), the multi-agency City of Boston (COB) School Attendance Improvement Initiative, are two such efforts that will be considered for enhancement. In addition, BPS has recently amended their code of conduct to promote more in-school discipline (as opposed to out-of-school discipline such as suspension).

Employment

Mayor Menino and legislative partners were very successful in getting CORI reform passed. There is still a need to educate employers regarding CORI, and recruit them to hire individuals with criminal records.

Objective: Continue to prioritize job skills training and employment readiness, and stipended employment, which are key for young adults and older offenders returning from incarceration. In addition, apprenticeships in the trades tied to meaningful jobs and career paths are important.

Multi-agency Intervention

The **PACT** Firearm Violence Reduction Pilot will be continued. As mentioned before, this is a multi-agency, citywide strategy that aims to reduce gun violence by targeting 240 individuals for aggressive enforcement, while offering intervention and prevention services to their family members. Once incarcerated, the primary PACT individuals will be fast-tracked for the Boston Reentry Initiative. A host of departments and agencies are involved with this initiative. Details regarding a series of activities planned for PACT are included in Attachment #5.

Proven Programs

A number of successful intervention programs are currently running in the City. While some of these (or components of these) are funded with City Operating funds, many are dependent on external funds which are obtained year-to-year. Continuation and potential expansion of these programs are heavily reliant on new and/or renewed state, federal and private funding.

Objective: Continue or expand all of these established intervention programs:

- Boston Center for Youth and Families' **Streetworkers Program** provides immediate, on-site referrals to street-level caseworkers. The Streetworkers work with high-risk young people to deter them from violence and steer them towards pro-social activities. These outreach workers have a high degree of credibility in the community with those most likely to be victims or perpetrators of shootings. Streetworkers have a strong reputation for providing a calming presence during violent periods and for effectively reducing retaliatory actions related to violent events. They also provide critical mediation interventions and are key messengers to individuals who are considering making risky decisions.
- BPHC's **Youth Development Network (YDN)** provides case management and referrals to youth in high priority neighborhoods to increase healthy behaviors associated with successful school achievement. The program is inspired by the vision of Mayor Menino to meet the formative needs of youth. Since 2007, YDN provides case management, and trauma recovery support to youth and their families. YDN relies on Specialists with experience in the areas of youth development, trauma recovery, truancy, counseling and mental health - and who are intimately familiar with Boston communities and young people.
- **Operation Homefront** is a collaboration with BPD School Police Unit, BPS School Police force, Transit Police and Clergy/Minister partners. Teams made up of a combination of police/clergy perform weekly home visits to the families of students who have been identified as being "at risk". These identifiers are made through school based reports or referrals from school administrators. It is usually precipitated by events that occur within the school that render the school unsafe, or students unsafe when they leave school. The program also involves in-school anti-violence presentation by the police.
- **Youth Options Unlimited (YOU) Boston** is a city-wide program serving court-involved and/or gang affiliated youth ages 14-24. Under the City's Office of Jobs and Community Services, YOU provides intensive case management, educational support and placement, job-readiness training through subsidized employment, and assistance with job placement into private sector jobs and long-term occupational skills training.
- **YouthConnect**, formally known as Youth Service Providers Network, places licensed social workers in Boston Police stations to provide prevention and intervention services to at-risk urban youth and families who are in crisis or experiencing acute problems. YouthConnect social workers work with clients wherever they are most comfortable: in the home, at school, or elsewhere in the community. Services can be short-term such as referral to after-school programs, or long-term such as weekly individual and family therapy, including clinical case management and advocacy services. This is a program of the Boys & Girls Clubs of Boston, in partnership with the BPD.

ENFORCEMENT

Enforcement has been identified as a strength in Boston. Law enforcement and criminal justice partners work together to prioritize data-driven person- and place-based tactics, operations

and investigations to maximize results. However, there is always room for improvement. Key objectives in this area include:

Objective: Continue to provide intelligence-driven, person- and place-based deployment.

Objective: Continue the PACT Firearm Violence Reduction Strategy to target those most likely to be engaged in gun violence. This is an enforcement and intervention strategy.

Objective: Continue to conduct proactive operations and investigations, such as Operation Night Light and Operation Ceasefire.

- *Operation Night Light* is a partnership between the BPD and the Department of Probation. The Youth Violence Strike Force (YVSF) partners with the Probation Officers in 7 District Courts in Suffolk County and the Dept. of Youth Services to provide home visits to probationers, particularly those who are impact players or at high-risk for re-offending. Current crime hotspots are strategically the focus of many of these visits
- *Operation Ceasefire* is a blended approach to prevent gang violence via what came to be known as the “pulling levers” strategy. This strategy involves explicitly getting the message across to gang offenders that violence will not be tolerated and backing that message up by pulling every available criminal justice lever. In addition to these focused enforcement efforts, the interagency working group also offered services and other assistance to high-risk gang youth.

Objective: District Attorney’s Office and US Attorney’s office will continue with targeted prosecutions to ensure violent offenders are taken off the street and held accountable for their actions through specialized courts and prosecution units, as well as the federal adoption of violent cases.

Objective: Bolster the Witness Protection Program to promote greater cooperation and ensure safety of those who step forward.

REENTRY

Reentry has been identified as a strength in Boston. Both the adult and juvenile reentry programs have been identified as national models with proven results. These will be continued, and when possible enhanced and expanded upon.

Objective: Continue the Boston Reentry Initiative (BRI) and the Boston Juvenile Reentry Initiative (BJRI), model adult and youth programs to support the process of successful community reentry.

Explained earlier, the **Boston Reentry Initiative** (BRI) identifies the highest-risk offenders from the Suffolk County House of Corrections while simultaneously offering reintegration services and sending a message of intolerance for continued violence.

The **Boston Juvenile Reentry Initiative** is a specialized casework unit that works with the region’s highest risk youth. The Reentry team is comprised of three caseworkers and one manager covering all Metro Region District Offices. The overall goals and objectives of the BJRI

Team is to a) prevent re-offending b) enhance public safety c) redeploy and leverage existing community resources by fostering linkages and accessing currently provided services d) assist the offender to avoid crime, engage in pro-social community activities and meet family responsibilities e) enhance educational, vocational and employment opportunities and f) enhance mental health and substance abuse prevention services.

Objective: Partner with State Department of Corrections (DOC) to enhance the reentry process. This will include determining protocol and procedures for identification of high priority DOC inmates returning to Boston, as well coordinated reentry plan.

Objective: Advocate for mandatory supervision -- Mayor Menino has proposed and urged the passage of legislation to require mandatory post-release supervision for all offenders released from State and County incarceration.

Objective: Continue to fund and advocate for more jobs for individuals with criminal records, including outreach and education to potential employers.

A complete listing of objectives, activities, responsible parties and outcome measures for this Strategic Goal are included in Attachment #5 – Detailed Timeline and Implementation Plan.

V. MEASURING OUTCOMES AND IMPACT

We believe that the action plan detailed above will help prevent youth violence and result in better outcomes for youth and families in our most challenged neighborhoods.

Specifically, at the conclusion of three years we hope to have experienced:

1. **Sustained reductions in youth violence.**
2. More positive opportunities for youth and families,
3. Improved quality of life,
4. Stronger families and communities,
5. Increase in public perceptions of safety,
6. Improved relationships between the community and partners, and
7. Expanded ownership of the problem to other sectors, such as business community and academic institutions.

Resources

We are very fortunate to have a plethora of academic institutions in Boston, with a host of talented researchers that have worked with us on various projects. In fact, we are currently engaged in a number of partnerships with UMASS Boston, Northeastern University, Suffolk University, Harvard University, and most recently the Massachusetts Institute of Technology. In addition, the City has a number of departments with very skilled research offices. Also Dr. Anthony Braga, of Rutgers University and Harvard's Kennedy School of Government, is a senior advisor to the Boston Police Commissioner.

In addition, the Boston Public Health Commission is currently in the midst of developing their strategic plan for the Defending Childhood Initiative, which will reduce children's exposure to violence. They will be developing clear and measureable objectives for their plan that we intend

to overlap with the work of the National Forum initiative. These objectives will be available for incorporation in our plan by May 1, 2011.

Lastly, Dr. Deborah Azrael, Director of Research for the Harvard Youth Violence Prevention Center at Harvard School of Public Health has recently joined the Working Group. Her experience and guidance will be invaluable to our evaluation efforts.

The Working Group will build on these assets in measuring the seven outcomes listed above. In addition to rich crime, school and public health data, there are several recurring public surveys that regularly gather important information on public perceptions and experiences. When possible, existing sources will be utilized in measuring success. There may also be opportunities for new research projects coming out of this plan's work.

Measurement

A preliminary set of measures for these seven big-picture outcomes follows. The performance indicators identified in the detailed implementation plan and timeline [Attachment #8] will also be utilized to measure process and progress toward the plan's three goals, which are intended to achieve these seven outcomes. Please note, as this is an evolving plan we will seek to review and amend measures as needed, and with ongoing consultation by academic research partners. Appropriate baseline data and final measures will be determined in consultation with academic partners.

1. Sustained reductions in youth violence -- Monthly tracking of violence citywide and in hotspot neighborhoods (by age when possible) by the BPD:
 - Decreases in Part 1 crimes – violent and property crimes (this includes Homicide, Rape, Robbery, Aggravated Assault, Burglary, Larceny, and Vehicle Theft)
 - Decreases in Shootings, fatal and non-fatal
 - Decreases in intentional injuries [Hospital data from the Annual Health of Boston Report by the Boston Public Health Commission]

2. More positive opportunities for youth and families – annual usage of City social services and school success data:
 - Increases in number of youth engaged in Boston Public School after school activities
 - Increases in number of youth engaged in Boston Center for Youth and Families out-of-school-time programming
 - Increases in number of youth employed by Mayor's Youth Fund
 - Increases in number of youth and families engaged in Boston Public Health Commission services
 - Increases in Boston Public School Graduation rates for all students, and Circle of Promise students
 - Decreases in drop out rates, for all Boston Public School students, and Circle of Promise students
 - Decreases in truancy rates, for all students, and Circle of Promise students

3. Improved quality of life – monthly tracking of disorder/ quality of life crime in traditional hotspot neighborhoods. Please note, depending on the situations of neighborhood and

tactics utilized, we may be seeking to increase these measures [as an indicator of police activity] or decrease these measures [as an indicator of improved quality of life].

- Drug arrests
 - Simple Assault
 - Vandalism
 - Prostitution
 - Disorderly Conduct
4. Stronger families and communities – utilizing survey data from a variety of sources, including:
 - Increases in perception of well-being and positive youth development as measured by the Boston Public Safety Survey
 - Increases in perception of well-being and positive youth development as measured by the Boston Youth Survey
 - Increases in perception of well-being and positive youth development as measured by the Neighborhood surveys currently underway in VIP areas
 5. Increase in public perceptions of safety – utilizing survey data from a variety of sources, including:
 - Decreases in fear of crime and victimization as measured by the Boston Public Safety Survey
 - Decreases in fear of crime and victimization as measured by the Boston Youth Survey
 - Decreases in fear of crime and victimization as measured by Neighborhood surveys currently underway in VIP areas
 6. Improved relationships between the community and partners – utilizing survey data from a variety of sources, including:
 - Increases in trust and confidence in police, as measured by the Boston Public Safety Survey
 - Increases in trust and confidence in police as measured by the Boston Youth Survey
 - Increases in trust and confidence in police as measured by Neighborhood surveys currently underway in VIP areas
 7. Expanded ownership of the problem to other sectors, such as business community and academic institutions.
 - Increases of private sector investments in youth violence, as well as in-kind contributions

In addition, the ongoing community listening sessions and focus groups with youth will provide important insight regarding community and youth perceptions of youth violence and the City's commitment to addressing it.

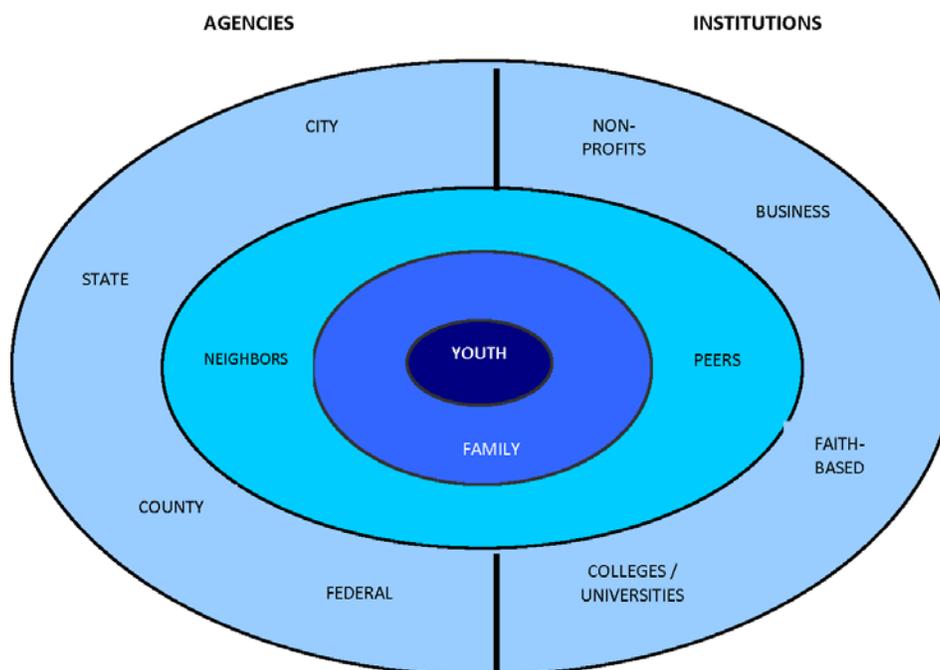
Lastly, it is important to note that we will emphasize evidence-driven approaches and programming throughout the plan implementation, with resource decisions informed by ability to demonstrate success.

VI. CONCLUSION

This comprehensive plan is a living document – it will continue to change and grow over time. It is not meant to be all-inclusive, nor is it meant to be prescriptive. As a City we need to be flexible and nimble in order to adjust to emerging trends and challenges. This plan is intended to be an overarching blueprint for multiple agencies and departments to guide their decision-making, prioritization, and resource development.

And it is intended to be a comprehensive statement of need that community based agencies can use in their resource development efforts. We hope that you see yourselves and your constituencies reflected in this document, and that this is a useful tool for your violence prevention work.

We can achieve more together than we can separately. This plan is intended to be a rallying cry for all agencies to work more closely together on the priorities outlined in this document. Together, we can prevent and reduce youth violence by keeping youth at the center of all we do, as they represent the future of this fine City.



NATIONAL FORUM PARTICIPANTS*

Mayor Thomas M. Menino

Executive Board:

City Government

- Commissioner Edward Davis, Boston Police Department
- Commissioner Barbara Ferrer, Boston Public Health Commission

- Superintendent Carol Johnson, Boston Public Schools
- Daphne Griffin, Chief of Human Services, City of Boston
- Marie St. Fleur, Chief of Advocacy and Strategic Investment, City of Boston
- Bill Oates, Chief Information Officer, City of Boston

County, State and Federal Government

- Carmen Ortiz, US Attorney for Massachusetts
- Commissioner Jane Tewksbury, Massachusetts Department of Youth Services
- Daniel Conley, Suffolk County District Attorney
- Sherriff Andrea Cabral, Suffolk County

Academic Community

- Chancellor Keith Motley, UMASS Boston
- President Joseph Aoun, Northeastern University

Business Community

- Dr. Gary Gottlieb, President and CEO, Partners HealthCare
- Mike Sheehan, Chief Executive Officer, Hill Holliday
- Thaddeus Miles, Director of Public Safety for MassHousing

Foundations

- Paul Grogan, President, The Boston Foundation
- Larry Mayes, Vice President for Programs, Catholic Charities Archdiocese of Boston

Community and Faith-based

- Emmet Folgert, Executive Director, Dorchester Youth Collaborative
- Father Richard Conway, St. Peter's Church
- Reverend David Wright, Executive Director, Black Ministerial Alliance
- Reverend Jeffrey Brown, Executive Director, Boston TenPoint Coalition
- Pastor Ronald Odom

Additional members have been invited and will be added to the Executive Governance Board going forward.

Site Coordinator: Jen Maconochie, BPD

Working Group:

- Catherine Fine, Boston Public Health Commission
- Chris Byner, Boston Centers for Youth & Families
- David Carabin, BPD BRIC
- Deborah Azrael, Harvard School of Public Health
- Deputy Superintendent John Daley, BPD
- Desiree Dusseault, BPD
- Dina Siegal, Mayor's Office of Intergovernmental Relations
- Jill Reilly, US Attorney's Office
- John Wortmann, US Attorney's Office
- Kara Hayes, DA's Office

- Kenetha Moore, Department of Youth Services
- Kim Pelletreau, Youth Options Unlimited Boston
- Samuel DePina, Boston Public Schools
- Sharon Hanson, BPD
- Superintendent Paul Fitzgerald, BPD
- Superintendent Paul Joyce, BPD

**Does not include key stakeholders interviewed, community listening session participants or focus group participants.*

For more information please contact:

Jen Maconochie

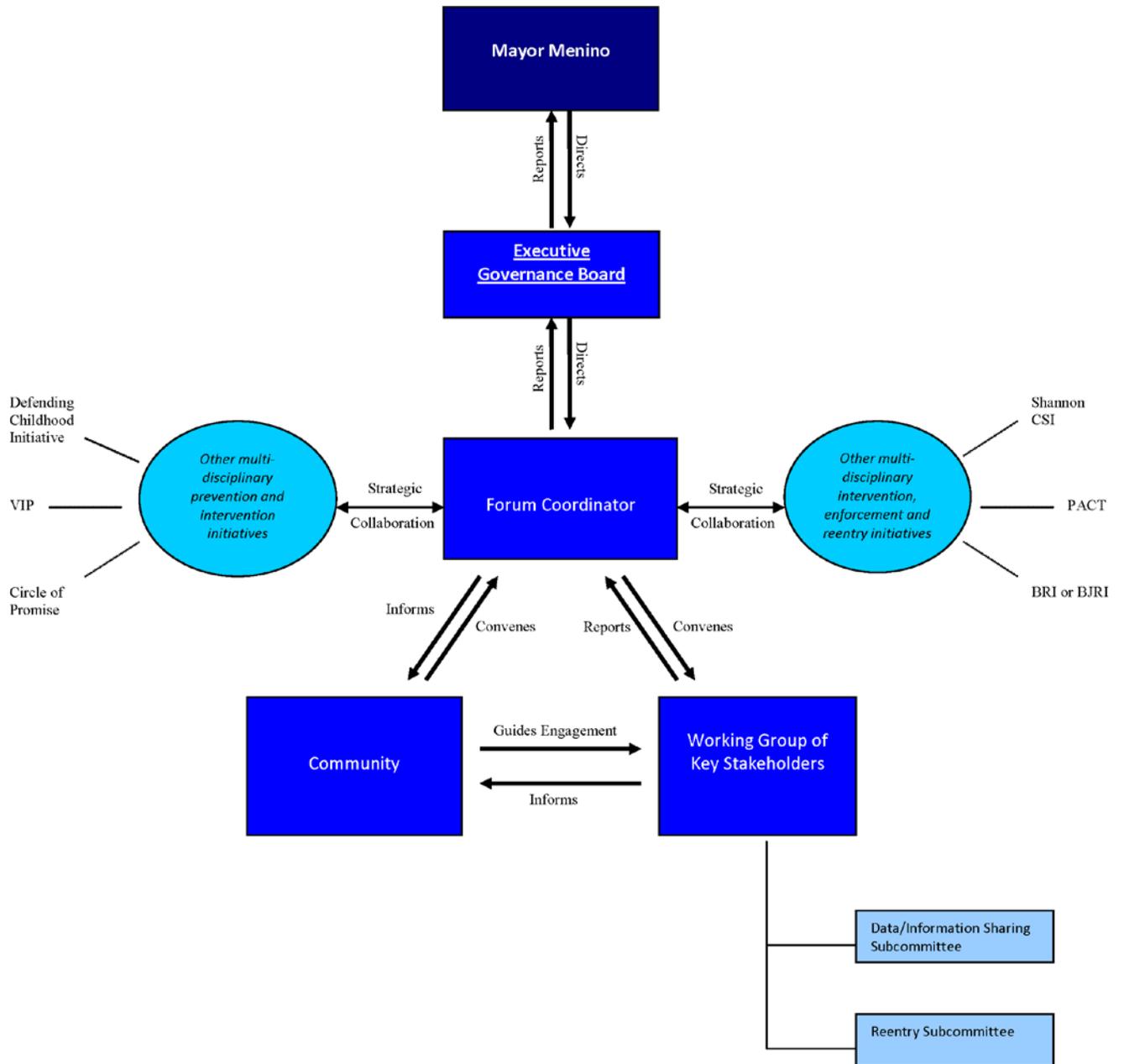
Boston Police Department

617-343-4904

MaconochieJ.bpd@cityofboston.gov

Attachment 1: Governance Structure

City of Boston DOJ Forum on Youth Violence Governance Structure



Attachment 2: Key Stakeholders and themes

Stakeholders interviewed from the following agencies/organizations:

- Boston Centers for Youth and Families [includes Streetworkers Program]
- Boston Police [Safe Street Teams, Youth Violence Strike Force, School Police Unit]
- Boston Public Health Commission
- Boston Public Schools
- Boston Women's Commission
- Cambridge Center for Homicide Bereavement
- Charles Shannon Community Safety Initiative partners¹ -- includes several non-profit agencies working with the City of Boston on gang violence reduction
- Citizens for Safety
- City of Boston Office of Jobs & Community Services
- Clergy [Boston TenPoint Coalition, St. Peters Parish, and Nation of Islam]
- Community Resources for Justice
- Louis Brown Peace Institute Massachusetts Department of Correction – Reentry Services Division
- Massachusetts Department of Probation
- Massachusetts Department of Youth Services
- Massachusetts Human Trafficking Task Force
- MassHousing
- Suffolk County District Attorney's Office
- Suffolk County House of Corrections
- United States Attorney's Office
- Youth Advocacy Project, Committee for Public Counsel Services
- Youth Options Unlimited Boston
- YouthConnect

Common Themes from Stakeholder Interviews

1. **Civic engagement** -- broadly defined to include education and social marketing campaigns, recruiting volunteers, community mobilization and ownership of issues, and a bigger role for colleges/universities and business community
2. **Coordination and information sharing** – with many gaps in information flow and communication across systems, there are opportunities for changes in process, policies, and procedures. Other priorities include forging new relationships, cross-training, and developing technology solutions to share, analyze, and utilize data among agencies
3. **Education** – prioritization of early-education as a long-term violence prevention strategy, in addition to the need for alternative education and support for struggling youth as an immediate need to prepare them to succeed in the workforce
4. **Employment** – workforce development and job training and placement opportunities for youth and returning offenders; recruitment of employers and education regarding CORI
5. **Housing** – issues regarding access and availability for many at-risk youth and their families as well as returning offenders

6. **Illegal guns** – addressing the proliferation of guns in our neighborhoods, ease of access, and cultural acceptability of violence as a means to settle disputes through legislative action as well as public service messaging and educational campaigns
7. **Reentry/ Supervision** – opportunities for improvements to processes and information sharing, as well as legislation for mandatory supervision upon release
8. **Resources** – maintaining current programs as well as expanding prevention and intervention services in the community and schools
9. **Trauma and mental health** – supporting youth who have been victimized, witnessed violence, and/or lost loved ones to violence with prompt and sustained attention; as well as supporting community mental health and services for mentally ill teenagers.
10. **Truancy** – keeping youth in school in order to achieve academically and avoid negative and potentially criminal behavior

Attachment 3: Inventory Matrix

Matrix for inventory of City Programs, Initiatives and Efforts: Looking at Populations and Strategies

Focusing on victims and perpetrators of violence, and those affected by them (including those likely to join this often- interchangeable population absent intervention). ***For specific information on any of these programs please contact the Site Coordinator.**

I. Returning Offenders

Populations	Prevention Strategy	Intervention Strategy	Enforcement Strategy	Reentry Strategy
Boston Reentry Initiative (BRI) clients (highest risk)	BRI	StreetSafe YO Boston	Safe Street Teams School Police Unit	BRI School Police Unit Brooke House YO Boston
Non-BRI Returning Offenders – various risk levels and populations (i.e. general population, mentally ill, substance abusers, female inmates)	YouthConnect	Wyman Community Re-Entry Program YouthConnect YO Boston	Safe Street Teams School Police Unit	Common Ground; CREW; Freedom from Violence; wide range of life skills, vocational, health, spiritual, and educational programs. School Police Unit Brooke House McGrath House Coolidge House YO Boston
Juveniles returning from DYS commitment/ custody	YouthConnect DYS 8 community centers DA's Juvenile/Youthful Offender Prosecution CBJJP	Streetworker Program YouthConnect School Police Unit StreetSafe YO Boston DA's Juvenile/Youthful Offender Prosecution CBJJP	Safe Street Teams Apprehension Officers School Police Unit DA's Juvenile/Youthful Offender Prosecution	BJRI, Substance Abuse Services BPS Community Academy Transition Program 28 DYS community reentry centers DYS Youth Villages Mentoring YO Boston

II. Under Supervision by

Populations	Prevention Strategy	Intervention Strategy	Enforcement Strategy	Reentry Strategy
Department of Youth Services	Ceasefire YouthConnect 8 DYS community centers School Police Unit CBJJP	Ceasefire Streetworker Program PACT Services Initiative; VIAP YouthConnect School Police Unit YO Boston CBJJP	Ceasefire Safe Street Teams School Police Unit	BJRI, Substance Abuse Services, DYS 28 community reentry centers, DYS Youth Villages mentoring YO Boston
Probation	Ceasefire Night Light YouthConnect YO Boston CBJJP	Ceasefire Night Light Streetworker Program PACT Services Initiative; VIAP YouthConnect StreetSafe CBJJP	Ceasefire Night Light Safe Street Teams School Police Unit USAO Adoption Cases	School Police Unit
Parole	Ceasefire YouthConnect YO Boston	Ceasefire PACT Services Initiative; VIAP YouthConnect StreetSafe	Ceasefire Safe Street Teams School Police Unit USAO Adoption Cases	Brooke, McGrath

III. Crime/Gang-involved

Populations	Prevention Strategy	Intervention Strategy	Enforcement Strategy	Reentry Strategy
PACT individuals (on BPD list of targeted impact players)	Ceasefire YouthConnect	Ceasefire PACT BPHC/PACT-Services Initiative VIAP YouthConnect Safe Street Teams StreetSafe YO Boston	Ceasefire PACT PACT Services Initiative Safe Street Teams DYS Apprehension Officers School Police Unit USAO Adoption Cases	BRI YO Boston PACT
Gang Members – self admitted and/or law enforcement confirmed	Ceasefire YouthConnect BCYF- Mayor’s Clean Team (Hotspots) YO Boston DA’s Gang Unit/SNI	Ceasefire Streetworker Program PACT Services Initiative; VIAP YouthConnect Safe Street Teams School Police Unit StreetSafe YO Boston Targeted place- and person based operations and investigations – by Districts and Specialized Units DA’s Gang Unit/SNI	Ceasefire Safe Street Teams DYS Apprehension Officers School Police Unit Targeted place- and person-based operations and investigations – by Districts and Specialized Units USAO Adoption Cases DA’s Gang Unit/SNI	BRI YO Boston
Suspected Gang Members	Ceasefire Youth Connection-BCYF YouthConnect Mayor’s Clean Team (Hotspots) YO Boston DA’s Gang Unit/SNI	Ceasefire Streetworker Program PACT Services Initiative; VIAP YouthConnect Safe Street Teams School Police Unit StreetSafe DA’s Gang Unit/SNI	Ceasefire Safe Street Teams School Police Unit USAO Adoption Cases DA’s Gang Unit/SNI	BRI YO Boston
General Offenders		JDAI		

IV. At risk of becoming part of I – III and/or victimized or otherwise negatively impacted by I – III. [At risk of being victim or perpetrator of violence]

Populations	Prevention Strategy	Intervention Strategy	Enforcement Strategy	Reentry Strategy
Siblings of above	BRI YouthConnect Safe Street Teams DYS Family Intervention Specialist DYS 8 community centers School Police Unit YO Boston District based community policing activities	Streetworker Program PACT Services Initiative; YDN YouthConnect Safe Street Teams StreetSafe YO Boston District based community policing activities	Homicide Advocacy Outreach	
Significant others of above	Safe Street Teams DYS 8 community centers School Police Unit YO Boston	Safe Street Teams School Police Unit StreetSafe	Homicide Advocacy Outreach	
Children of above	BCYF YouthConnect-if in the home Safe Street Teams DYS 8 community centers School Police Unit District based community policing activities	BCYF Streetworker Program YouthConnect-if in the home Safe Street Teams StreetSafe District based community policing activities	Homicide Advocacy Outreach	
Family members of PACT individuals	PACT BCYF YouthConnect Safe Street Teams DYS Family Intervention Specialist DYS 8 community centers School Police Unit YO Boston VWAP	PACT Streetworker Program YouthConnect Safe Street Teams School Police Unit StreetSafe YO Boston VWAP	Homicide Advocacy Outreach	YO Boston

IV. School-based and community-based populations

Populations	Prevention Strategy	Intervention Strategy	Enforcement Strategy	Reentry Strategy
Out of School (drop-outs)/ who are in need of educational services and opportunities but are aged out of BPS	YouthConnect Safe Street Teams School Police Unit BPS Youth Transition Task Force Mayor's Youth Council	BRI Streetworker Program, GED YouthConnect Safe Street Teams School Police Unit StreetSafe YO Boston BPS Educational Options Working Group		YO Boston BPS Re-Engagement Center (REC) BPS Adult Education
Out of School (drop-outs)/ who are school aged	Girls Leadership Corps YouthConnect Safe Street Teams Mayor's Clean Team(Hotspots) BPS Youth Transition Task Force Mayor's Youth Council District based community policing activities DA's Juvenile/Youthful Offender Prosecution	Streetworker Program YDN YouthConnect Safe Street Teams School Police Unit StreetSafe YO Boston BPS Re-Engagement Center District based community policing activities DA's Youthful Offender Pros.	School Police Unit DA's Juvenile/Youthful Offender Prosecution	YO Boston
Truants	YouthConnect Safe Street Teams BPS Youth Transition Task Force	YDN Connecting Families to Schools YouthConnect Safe Street Teams School Police Unit StreetSafe Truancy Watch Attendance Initiative Truancy Ride-Along Chronic Absenteeism Project	Court referrals	

IV. School-based and community-based populations (Continued)

Populations	Prevention Strategy	Intervention Strategy	Enforcement Strategy	Reentry Strategy
In school but failing or in need of assistance	BCYF Community Learning Initiative YouthConnect Safe Street Teams 8 community centers StepUp	City Roots-BCYF YouthConnect Safe Street Teams School Police Unit		
General student population	BCYF School-based Health Centers YouthConnect Safe Street Teams DYS 8 community centers Mayor's Clean Team(Hotspots) StepUP CBJJP DA's Community Relations Unit/Understanding Violence	School-based Health Centers YouthConnect Safe Street Teams School Police Unit CBJJP DA's Community Relations Unit/Understanding Violence		

IV. School-based and community-based populations (Continued)

Populations	Prevention Strategy	Intervention Strategy	Enforcement Strategy	Reentry Strategy
Community residents – hot spot neighborhoods	PACT BCYF Safe Street Teams DYS 8 community centers Mayor’s Clean Team BHA:NAFI/ Youth Link Educating the Mind BHA Traveling Health Fairs BHA Resident Health Advocate Training Program StepUP District based community policing activities DA’s Community Relations Unit/Understanding Violence	VIP Safe Street Teams School Police Unit BHA:NAFI/ Youth Link BHA Resident Health Advocate Training Program District based community policing activities DA’s Community Relations Unit/Understanding Violence	Homicide Advocacy Outreach	
Community stakeholders in hot spot neighborhoods – businesses, organizations, churches, etc.	PACT BCYF Safe Street Teams School Police Unit Mayor’s Clean Team BHA Traveling Health Fairs BHA Resident Health Advocate Training Program District based community policing activities DA’s Community Relations Unit/Understanding Violence	VIP Safe Street Teams BHA Resident Health Advocate Training Program District based community policing activities DA’s Community Relations Unit/Understanding Violence	Homicide Advocacy Outreach	

IV. School-based and community-based populations (Continued)

Populations	Prevention Strategy	Intervention Strategy	Enforcement Strategy	Reentry Strategy
Public housing	BCYF Safe Street Teams BHA:NAFI/ Youth Link Educating the Mind BHA Traveling Health Fairs BHA Resident Health Advocate Training Program District based community policing activities DA's Community Relations Unit/Understanding Violence	Safe Street Teams School Police Unit StreetSafe BHA:NAFI/ Youth Link BHA Resident Health Advocate Training Program District based community policing activities DA's Community Relations Unit/Understanding Violence	Homicide Advocacy Outreach	

V. Other

Populations	Prevention Strategy	Intervention Strategy	Enforcement Strategy	Reentry Strategy
Mentally ill	YouthConnect Safe Street Teams DA's Mental Health Diversion Initiative	YouthConnect Safe Street Teams School Police Unit DA's Mental Health Diversion Initiative BEST Teams	DA's Mental Health Diversion Initiative	BRI
Traumatized	YouthConnect Safe Street Teams VWAP SEEN Project	Trauma Services Program YouthConnect Safe Street Teams School Police Unit YO Boston VWAP SEEN Project		BRI YO Boston
Substance abusers	Community Prevention Services; Risk Reduction and Overdose Prevention YouthConnect Safe Street Teams	Streetworker Program Men's Health and Recovery Services The MOM's Project MORE Program Homeless Services Bureau YouthConnect Safe Street Teams School Police Unit YO Boston BPS Ostiguy Recovery HS DA's Drug Court The South Boston Outpatient	School Police Unit DA's Drug Court	BRI YO Boston SCHOC Men's Therapeutic Community SCHOC Reintegration Unit SCHOC Recovery Program DA's Drug Court

V. Other (Continued)

Populations	Prevention Strategy	Intervention Strategy	Enforcement Strategy	Reentry Strategy
Homeless	Homeless Services Bureau YouthConnect Safe Street Teams DA's Homeless Court Program	Homeless Services Bureau YouthConnect Safe Street Teams School Police Unit YO Boston DA's Homeless Court Program	DA's Homeless Court Program	YO Boston DA's Homeless Court Program
Unemployed	YouthConnect Safe Street Teams School Police Unit	Streetworker Program YouthConnect Safe Street Teams YO Boston		BRI YO Boston
Living in poverty	BCYF YouthConnect Safe Street Teams School Police Unit Mayor's Clean Team(Hotspots) StepUP	Streetworker Program YouthConnect Safe Street Teams YO Boston YAD Delinquency/YO Representation		BRI YO Boston YAD Delinquency/YO Representation
Other	Camp Joy Camp Harborview		DA's Homicide Unit DA's Gun Court	BRI

For your information, the definitions we are using for Prevention, Intervention, Enforcement and Reentry are as follows:

Prevention: action taken before a crime action is contemplated or under way, to reduce the occurrence of crime, increase community safety and improve individual well-being. Action agents may range from local residents to church and/or business organizations to a range of local and state education, health, housing and welfare organizations, as well as local and state police.

Intervention: action taken to ameliorate or interrupt potential crime-related activity, usually where the crime has not actually been committed. Action agents may include trained street outreach workers, community center staff, school counselors, volunteer mentors, youth service corps leaders, mental health professionals and others.

Enforcement: action to intervene in a crime activity to disrupt it, within the bounds of law, or to investigate a crime and secure arrest, prosecution, and appropriate disposition of the offender(s). Action agents include state and local police, court system personnel, probation, parole and jail/prison personnel, and district and US attorneys.

Reentry: action taken to facilitate a successful transition for offenders or delinquents being released from prison or other secure facilities.

Attachment 4: Community Input Schedule

November 2010

1. **City Council Hearing, Docket #0209:** Order Calling for Hearing to Investigate Social Services Available to Victims of Community Violence; 11/16/10 at City Hall. Several Forum Working Group representatives testified regarding their agency's efforts, and listened to the testimony of others.

January 2011

2. **Lower Roxbury/South End Safety Task Meeting,** 1/24 at 2:00PM; at Mandela Homes Community Room.
3. **Dudley Corridor Safety Task Force Meeting,** 1/26 at 1:00PM; at Madison Park Village Community Room.

February 2011

4. **Uphams Corner VIP Coalition Meeting,** 2/3 at 6:30PM; at Uphams Corner Health Center.
5. **Grove Hall Multi-Family Housing Safety Task Force Meeting,** 2/8 at 11:00AM; at Franklin Highlands Community Room.
6. **Academy/ Bromley/ Egleston Safety Task Force Meeting,** 2/9 at 1:00PM; at New Academy Estates Community Room.
7. **City of Boston Intergovernmental Meeting;** 2/15 at 10:00AM; at City Hall. This is a regular working group meeting of city departments and agencies.
8. **Mayor's Youth Council,** 2/15 at 6:45PM; at City Hall. This is a monthly meeting of a youth advisory group for Mayor Menino, includes youth from across the city.
9. **Shannon Community Safety Initiative Partnership Meeting;** 2/16 at 10:00AM; at BPD Headquarters.
10. **Symposium on Community Violence,** 2/17 at 2:00PM Boston Adult Technical Academy at 429 Norfolk Street in Dorchester.
11. **Orchard Gardens VIP Coalition Meeting;** 2/17 at 6:00PM; at Madison Park Development Corporation.
12. **Violence Prevention** meeting at Charles Street AME Church: 2/10.
13. **Black Ministerial Alliance and Boston TenPoint Coalition** pastors meeting; 2/19 at 10:00AM; at 12th Baptist Church. This meeting was held by Rev. Brown to discuss the Forum and get ideas and drum up support.
14. Various **Community Church services;** 2/27. Surveys distributed and collected from parishioners.

March 2011

15. **Bowdoin/ Geneva VIP Coalition Meeting,** 3/2 at 6:30PM; at Bowdoin Street Health Center.

Focus Groups:

16. March 3rd, 2011: Mother's Program held in the Probation Department at West Roxbury District Court
17. March 7th, 2011: Blue Hill Boys & Girls Club
18. March 9th, 2011: Department of Youth Services Focus Group
19. March 9th, 2011: Suffolk House of Corrections Inmate Focus Group
20. March 9th, 2011: Boston Center for Youth and Families Girls' Leadership Corp

Common Themes from Community Input

- City Leadership needs to send a unified message & keep community informed
- Consistently noted was a request for men of color to be mentors and role models for youth
- Easy access to guns is a major problem
- Education is important – especially early education resources / early engagement
- Employment is a top priority, both for individuals with criminal backgrounds (CORI) and teens
- Job/Vocational Training is needed
- More community representation at planning/policy level is needed
- More positive police relationships (in community & with youth)
- Parenting skills / Family Strengthening should be a top priority
- Provide creative alternatives that youth are interested in
- Quality of life issues
- Resources should be given to programs with proven outcomes/ effectiveness
- Service/Agency Coordination
- Substance Abuse is a problem
- Sustainability in resources- can't be short term
- There is a fear of our children that needs to be addressed (stereotyped as gang members)
- Truancy

Attachment 5: Timeline/ Implementation Plan

City of Boston: Detailed Timeline and Implementation Plan for Youth Violence Prevention

Strategic Goal #1: Communication and Information Sharing

Building on existing institutional relationships and the centralized analytical strengths of the Boston Regional Intelligence Center (BRIC), Boston aims to enhance our multi-agency connectivity and capacity to understand and address youth violence through collaborative, data-driven prevention, intervention, enforcement and reentry operations. In addition, we are seeking to expand opportunities for quality information sharing and communication between agencies and with the community. This includes formalizing information sharing practices with an emphasis on institutionalizing individual-based exchanges so that information flow isn't dependent on personal relationships; as well as use of social media to push information to constituents; use of technology to gather information from constituents; and creating the time and space necessary for the exchange of meaningful information between interested parties.

	Year 1	Year 2	Year 3	Performance Indicator(s)	Responsible party/ parties
Objective: Improve internal City agency information system capacities.					
<u>Activity:</u> BPD is acquiring a new Records Management System that will greatly enhance their internal communication and information sharing capabilities.		X	X	New RMS online	City/BPD IT depts.
<u>Activity:</u> BPS is acquiring a new Student Information System that will greatly enhance their internal analysis capabilities.	X	X		New SIS online	City/BPS IT depts.
Objective: Utilize DOJ sponsored Technical Assistance resources in technology assessments, connectivity expertise, policies and procedures.	X	X	X	Deliverables from TA provider(s)	DOJ TA provider and Boston Forum partners
Objective: Conduct technology assessment for enhancing connectivity between criminal justice agencies to ensure optimal, accurate enforcement.					
<u>Activity:</u> Continue meetings between City/BPD and SCHOC technology leaders to establish current capabilities and put together plan for connectivity between the SCHOC and BRIC. This would be an enhancement to information sharing already underway. This may include utilization of the jail management system with the new BPD RMS.	X			Plan for connectivity completed	City/BPD and SCHOC IT depts.
<u>Activity:</u> Meetings between City/BPD and State Criminal Justice technology leaders to discuss statewide IT consolidation efforts currently underway and put together plan for better connectivity between the state databases and BRIC. This includes corrections, courts/ probation, criminal history systems board, and other databases. This would be an enhancement to information sharing already underway with several of the agencies.	X			Plan for connectivity completed	City/BPD and State IT depts.

Strategic Goal #1: Communication and Information Sharing (Continued)

	Year 1	Year 2	Year 3	Performance Indicator(s)	Responsible party/ parties
<u>Activity:</u> Meetings between City/BPD and <u>DA's Office</u> technology leaders to establish current capabilities and put together plan for connectivity between the DA's Office and BRIC.	X			Plan for connectivity completed	City/BPD and DA's Office IT depts.
Objective: Conduct <u>technology assessment</u> for enhancing connectivity between BRIC and social service agencies to facilitate information sharing and integrated data analysis.					
<u>Activity:</u> Continue meetings between City, BPD and <u>Boston Public Schools</u> technology leaders to establish current capabilities and put together plan for connectivity between the BPS and BRIC.	X			Plan for connectivity completed	City/BPD and BPS IT depts.
<u>Activity:</u> Continue meetings between City, BPD and <u>Boston Public Health Commission</u> technology leaders to establish current capabilities and put together plan for connectivity between the BPHC and BRIC.	X			Plan for connectivity completed	City/BPD and BPHC IT depts.
<u>Activity:</u> Continue meetings between City, BPD and <u>Boston Centers for Youth and Families</u> technology leaders to establish current capabilities and put together plan for connectivity between the BCYF and BRIC.	X			Plan for connectivity completed	City/BPD and BPHC IT depts.
Objective: Based on assessment findings, establish policies and protocols, build infrastructure, and utilize software/programming to <u>enhance real-time information sharing</u> with criminal justice agencies.					
<u>Activity:</u> Establish policies and protocols for information sharing with <u>SCHOC</u> .	X			Agreements in place	City/BPD and SCHOC IT and legal depts.
<u>Activity:</u> Establish policies and protocols for information sharing with <u>State Agencies</u> .	X			Agreements in place	City/BPD and State IT and legal depts.
<u>Activity:</u> Establish policies and protocols for information sharing with <u>DA's Office</u> .	X			Agreements in place	City/BPD and DA's Office IT and legal depts.
<u>Activity:</u> Implement plan to achieve connectivity with <u>SCHOC</u> .		X		Connectivity achieved	City/BPD and SCHOC IT depts.
<u>Activity:</u> Implement plan to achieve connectivity with <u>State CJ Agencies</u> via their IT consolidation efforts.		X	X	Connectivity achieved	City/BPD and State IT depts.

Strategic Goal #1: Communication and Information Sharing (Continued)

	Year 1	Year 2	Year 3	Performance Indicator(s)	Responsible party/ parties
<u>Activity:</u> Implement plan to achieve connectivity with <u>DA's Office</u> .		X		Connectivity achieved	City/BPD and DA's Office IT depts.
Objective: Based on assessment findings, build infrastructure, utilize software/programming, and establish policies and protocols to achieve information sharing with social service agencies.					
<u>Activity:</u> Establish policies and protocols for information sharing with <u>BPS</u> .	X			Agreements in place	City/BPD and BPS IT and legal depts.
<u>Activity:</u> Establish policies and protocols for information sharing with <u>BPHC</u> .	X			Agreements in place	City/BPD and BPHC IT and legal depts.
<u>Activity:</u> Establish policies and protocols for information sharing with <u>BCYF</u> .	X			Agreements in place	City/BPD and BCYF IT and legal depts.
<u>Activity:</u> Implement plan to achieve information sharing/ connectivity with <u>BPS</u> .		X		Info sharing achieved, new/enhanced analysis completed.	City/BPD and BPS IT depts.
<u>Activity:</u> Implement plan to achieve information sharing/ connectivity with <u>BPHC</u> .		X		Info sharing achieved, new/enhanced analysis completed.	City/BPD and BPHC IT depts.
<u>Activity:</u> Implement plan to achieve connectivity with <u>BCYF</u> .		X		Info sharing achieved, new/enhanced analysis completed.	City/BPD and BPHC IT depts.

Strategic Goal #1: Communication and Information Sharing (Continued)

	Year 1	Year 2	Year 3	Performance Indicator(s)	Responsible party/ parties
Objective: Informed by best practices in Chicago begin school administrators and police district captains meetings to discuss crime and youth violence trends and patterns and problem solve regarding school safety.					
<u>Activity:</u> Brief school administrators on new meetings – purpose and format.	X			Briefings occurred	BPS administration
<u>Activity:</u> Brief district captains, zone commanders and school police unit commanders on new meetings – purpose and format.	X			Briefings occurred	BPD Bureau of Field Services
<u>Activity:</u> First and subsequent meetings.	X	X	X	Documentation of meetings	BPS and BPD
Objective: Continued implementation of Code for America technology effort, which includes a universal card for use by BPS students that tracks use of BCYF programs and other agencies’ program activities and links to youth development outcomes. <i>The Department of Innovation & Technology is creating the systems architecture to unlock a new level of collaboration in support of Boston’s youth. BOSTONavigator, BCYF’s KidTrax program, and the BostONE Card are just a few of the most recent examples of DOIT projects that are advancing this effort.</i> <i>Now, in partnership with Code for America, a start-up non-profit, the City of Boston will be rolling out a set of pilot apps for the web and mobile phones geared towards students, parents, and educators. The focus of these apps will be to help make the City’s youth opportunities and educational content even more accessible and engaging.</i> <i>During the month of February, seven fellows from Code for America met with City staff, students, and parents to learn what types of apps might be most useful for them. Based on these interviews, the fellows will code demo apps that will be tested and refined before they are implemented in the late fall.</i> <i>While the apps still need to be designed, early ideas include a portal for youth to get a snapshot of a personalized schedule of school, library, and community center classes; an app for parents to update their contact information more quickly with the City; and a tool to help teachers design scavenger hunts that take students throughout the city, while reinforcing key points from recent lesson plans.</i>	X	X	X	Analysis of youth development outcomes and program usage, new applications developed	City IT dept., BCYF, BPS and Boston Public Libraries

Strategic Goal #1: Communication and Information Sharing (Continued)

	Year 1	Year 2	Year 3	Performance Indicator(s)	Responsible party/ parties
Objective: Utilization of BPS' new Academic Achievement Framework to better assess needs and provide support and assistance to public school students. This is being piloted now in the Circle of Promise, and will go citywide within the year.					
<u>Activity:</u> Ongoing usage of the framework in the Circle of Promise to better identify needs and provide services to youth. Currently being piloted for Circle of Promise students.	X	X	X	Assessments completed, services provided based on assessments	BPS and Circle of Promise partners
<u>Activity:</u> Rolled out to all schools by beginning of '11/'12 school year.	X	X	X	Assessments completed, services provided based on assessments	BPS and Circle of Promise partners
Objective: With the ongoing help of Microsoft, complete the development of and pilot a case management system for PACT partners to serve the City's identified highest-risk individuals and their families. Working with Microsoft, BRIC and PACT partners are creating a customized case management database using their Microsoft CRM/xRM software. This database will sit on a SharePoint site – a shared website / information exchange tool that all partners can access using secured logins. Access to particular fields of information will vary depending on role and responsibilities of the PACT partner.					
<u>Activity:</u> Additional architectural design sessions with Microsoft.	X			Sessions completed	Led by BRIC and BPD IT dept., with many partner agencies
<u>Activity:</u> Creation of the web-based PACT case management database.	X			Database goes live	Led by BRIC and BPD IT dept., with many partner agencies

Strategic Goal #1: Communication and Information Sharing (Continued)

	Year 1	Year 2	Year 3	Performance Indicator(s)	Responsible party/ parties
<u>Activity:</u> Completion of agreements, policies and procedures.	X			Policy documents finalized , with signatures	Led by BRIC and BPD IT dept., with many partner agencies
Objective: Convene a Forum Partners Research and Analysis Group , which will increase information flow and cross-departmental research and analysis, as well as provide a network of support to analytic and research professionals.					Working Group
<u>Activity:</u> Working Group members identify points of contact regarding capabilities and use of their data systems.	X			Points of contact	Working Group
<u>Activity:</u> First meeting, to establish ground rules and articulate mission for the group and agendas for subsequent meetings.	X			Documentation of meeting	Site Coordinator
<u>Activity:</u> Ongoing meetings and work in support of better information sharing and communication.	X	X	X	Documentation of meetings and action	Analysis Group
Objective: Enhance existing forums and methods for exchanging information within agencies, among partners, and with the community.					Working Group
<u>Activity:</u> Review of existing meetings, materials and processes that present opportunities for improvement in exchanging information (i.e. monthly school safety meetings, COMPSTAT, District gang impact meetings, gang presentations to communities/schools, BRIC conference calls and daily bulletin, PACT human service agencies meetings, community/ coalition meetings’ agendas and format, social media such as Facebook and Twitter, electronic communication, etc.).	X			Documentation of review	Working Group
<u>Activity:</u> Recommendations regarding improvements and new opportunities to share information made, and implemented as appropriate.	X			Recommendations made	Working Group
Objective: Reinvigorate Community Based Juvenile Justice Roundtables – school-specific information sharing and problem-solving multi-agency meetings to improve school safety and outcomes for youth.					
<u>Activity:</u> Pilot in Dorchester High School.	X			Youth better served	BPS and DA’s Office, with partners

Strategic Goal #2: Civic Engagement

Boston benefits from significant civic involvement, volunteerism, and investment in services and programs throughout the City, as well as community mobilization around specific issues and concerns. To build on this strong foundation, Boston aims to tap into underutilized civic assets to reduce youth violence both for greater social justice and for the City's present and future economic success. This enhanced, focused drive for civic engagement around the issue of youth violence prevention and reduction will call to action residents, local business leaders and entrepreneurs, higher education institutions, private and corporate foundations, community- and faith-based non-profits, and hospitals and community health centers. We will seek to meet the City's rising challenges with collective action.

	Year 1	Year 2	Year 3	Performance Indicator(s)	Responsible party/ parties
Objective: Assemble and convene monthly a Community Advisory Board comprised of residents and other leading voices, including youth, from Boston's neighborhoods most afflicted by youth violence.					
<u>Activity:</u> Reach out to existing community coalitions, requesting nominations to the Board.	X			Documentation of outreach	Mayor's Office, Site Coordinator
<u>Activity:</u> First meeting, to establish ground rules and articulate role and responsibilities.	X			Documentation of meeting	Mayor's Office, Site Coordinator
<u>Activity:</u> Advisory Board will elect a Chair who will interact regularly with the City's interagency Working Group and the Executive Board.	X			Election	Advisory Board
<u>Activity:</u> Ongoing meetings and work in support of the plan.	X	X	X	Documentation of meetings and action	Board Chair
Objective: Build upon existing relationships with business community to increase youth jobs and vocational training opportunities.					
<u>Activity:</u> Conference call and/or peer-to-peer exchange with Memphis to discuss the important role of business in their violence prevention efforts.	X			Documentation of learning exchange	Site Coordinator and Working Group
<u>Activity:</u> Based on Memphis' experience, work with local businesses and major corporations to better coordinate and enhance the role of businesses in youth violence in Boston.	X	X	X	Investment in youth violence prevention efforts	Working Group, coordinated by Mayors Office
<u>Objective:</u> Expand number of business watches , focused in high-crime areas.	X			Number of new watches	BPD Neighborhood Watch with businesses

Strategic Goal #2: Civic Engagement (Continued)

	Year 1	Year 2	Year 3	Performance Indicator(s)	Responsible party/ parties
Objective: Assemble and convene monthly a Community Advisory Board comprised of residents and other leading voices, including youth, from Boston’s neighborhoods most afflicted by youth violence.					
<u>Activity:</u> Reach out to existing community coalitions, requesting nominations to the Board.	X			Documentation of outreach	Mayor’s Office, Site Coordinator
<u>Activity:</u> First meeting, to establish ground rules and articulate role and responsibilities.	X			Documentation of meeting	Mayor’s Office, Site Coordinator
<u>Activity:</u> Advisory Board will elect a Chair who will interact regularly with the City’s interagency Working Group and the Executive Board.	X			Election	Advisory Board
<u>Activity:</u> Ongoing meetings and work in support of the plan.	X	X	X	Documentation of meetings and action	Board Chair
Objective: Build upon existing relationships with business community to increase youth jobs and vocational training opportunities.					
<u>Activity:</u> Conference call and/or peer-to-peer exchange with Memphis to discuss the important role of business in their violence prevention efforts.	X			Documentation of learning exchange	Site Coordinator and Working Group
<u>Activity:</u> Based on Memphis’ experience, work with local businesses and major corporations to better coordinate and enhance the role of businesses in youth violence in Boston.	X	X	X	Investment in youth violence prevention efforts	Working Group, coordinated by Mayors Office
<u>Objective:</u> Expand number of business watches , focused in high-crime areas.	X			Number of new watches	BPD Neighborhood Watch with businesses

Strategic Goal #2: Civic Engagement (Continued)

	Year 1	Year 2	Year 3	Performance Indicator(s)	Responsible party/ parties
Objective: Crime prevention through economic development .					
<p><u>Activity:</u> Implementation of Boston’s first Business Improvement District (BID) in the Downtown Crossing area.</p> <p>The purpose of the Downtown Boston BID is to revitalize the BID district by applying private management and resources to the maintenance and improvement of the streets and other public spaces. The Downtown Boston BID will provide a comprehensive supplemental package of programs and services that will create an attractive, safe, well-programmed, and actively promoted location in which to live, conduct business, shop, and visit. By targeting major pedestrian thoroughfares—such as Washington Street, Summer/Winter Streets, Franklin Street, and others—the BID will seek to create a new sense of “place” downtown. The goal is to change the look and feel of the public spaces by cleaning, managing, and upgrading streets and sidewalks, adding landscaping, street furniture, decorations and activities, coordinating and encouraging private investment to upgrade street-level uses, and improving communication and collaboration among area stakeholders. As in other cities across the country, the BID will seek to improve the experience for everyone who works, lives, visits, or goes to school downtown, to attract new businesses to the area, and to increase the value of all property types in the BID service area.</p>	X	X	X	Improvements made	Downtown Crossing businesses, with support for the City
<p><u>Activity:</u> Economic investment in the Dudley Square neighborhood to revitalize this area and provide better outcomes for residents.</p>	X	X	X	New construction, other investments	Mayor’s Office, DND, BRA
<p><u>Activity:</u> For example, Resilient Communities/Resilient Families (RC/RF) will support comprehensive community development efforts in three Boston neighborhoods. Those efforts will begin in 2011 with a community engagement process led by a convening agency in each neighborhood. The neighborhoods and the convening agencies are: The Codman Square/Four Corners area of Dorchester and Codman Square Neighborhood Development Corporation; The Mattapan neighborhood and the Mattapan Family Service Center; and the Warren Street Corridor of Roxbury and Nuestra Comunidad Development Corporation. Funding Partners include The Boston Foundation, The Hyams Foundation, The Barr Foundation, Citizens Bank, The City of Boston Department of Neighborhood Development, Action for Boston Community Development, TD Bank and the Bank of America.</p>	X	X	X	Families served	LISC, non-profits and foundations, and support from City

Strategic Goal #2: Civic Engagement (Continued)

	Year 1	Year 2	Year 3	Performance Indicator(s)	Responsible party/ parties
Objective: Crime prevention through economic development .					
<p><u>Activity:</u> Implementation of Boston’s first Business Improvement District (BID) in the Downtown Crossing area.</p> <p>The purpose of the Downtown Boston BID is to revitalize the BID district by applying private management and resources to the maintenance and improvement of the streets and other public spaces. The Downtown Boston BID will provide a comprehensive supplemental package of programs and services that will create an attractive, safe, well-programmed, and actively promoted location in which to live, conduct business, shop, and visit. By targeting major pedestrian thoroughfares—such as Washington Street, Summer/Winter Streets, Franklin Street, and others—the BID will seek to create a new sense of “place” downtown. The goal is to change the look and feel of the public spaces by cleaning, managing, and upgrading streets and sidewalks, adding landscaping, street furniture, decorations and activities, coordinating and encouraging private investment to upgrade street-level uses, and improving communication and collaboration among area stakeholders. As in other cities across the country, the BID will seek to improve the experience for everyone who works, lives, visits, or goes to school downtown, to attract new businesses to the area, and to increase the value of all property types in the BID service area.</p>	X	X	X	Improvements made	Downtown Crossing businesses, with support for the City
<p><u>Activity:</u> Economic investment in the Dudley Square neighborhood to revitalize this area and provide better outcomes for residents.</p>	X	X	X	New construction, other investments	Mayor’s Office, DND, BRA
<p><u>Activity:</u> For example, Resilient Communities/Resilient Families (RC/RF) will support comprehensive community development efforts in three Boston neighborhoods. Those efforts will begin in 2011 with a community engagement process led by a convening agency in each neighborhood. The neighborhoods and the convening agencies are: The Codman Square/Four Corners area of Dorchester and Codman Square Neighborhood Development Corporation; The Mattapan neighborhood and the Mattapan Family Service Center; and the Warren Street Corridor of Roxbury and Nuestra Comunidad Development Corporation. Funding Partners include The Boston Foundation, The Hyams Foundation, The Barr Foundation, Citizens Bank, The City of Boston Department of Neighborhood Development, Action for Boston Community Development, TD Bank and the Bank of America.</p>	X	X	X	Families served	LISC, non-profits and foundations, and support from City

Strategic Goal #2: Civic Engagement (Continued)

	Year 1	Year 2	Year 3	Performance Indicator(s)	Responsible party/ parties
Objective: Build upon existing relationships with private and corporate foundations to increase support for youth violence prevention efforts.					
<u>Activity:</u> Assess current foundation support and identify new areas for advocacy regarding investment in youth violence. We are very fortunate to have significant relationships with a number of foundations already, however additional ownership of youth violence prevention would be beneficial.	X	X	X	Investment in youth violence prevention efforts	Working Group, coordinated by Mayors Office
<u>Activity:</u> StreetSafe . StreetSafe Boston is a multi-year youth development and safety initiative designed to dramatically reduce youth violence in a subset of Boston neighborhoods disproportionately and persistently affected by high rates of violent crime. StreetSafe has two main strategies, the first being Street Level Gang Intervention which deploys StreetSafe Boston Streetworkers with street credibility to establish relationships with proven-risk youth to intervene in cycles of violence, resolve conflicts, and connect youth to needed services in coordination with existing City and Faith Based Streetworkers and Youth Outreach Workers. The second strategy is Neighborhood Based Service Delivery, a multiple-agency neighborhood-based strategy to provide vital alternative programming and social services for proven-risk youth in the following categories: workforce, education, legal services, housing services, family services, re-entry, mental health services and recreation	X	X	X	Services delivered	Boston Foundation and partners, with support from City of Boston Streetworkers Program
Objective: Build upon existing relationships with colleges and universities to increase support for youth violence prevention efforts, with an emphasis on mentoring and volunteerism by students.					
<u>Activity:</u> Assess current partnerships with academic community and identify new areas for advocacy regarding investment in youth violence. We are very fortunate to have significant relationships with a number of colleges and universities already, however additional ownership of youth violence prevention would be beneficial.	X	X	X	Investment in youth violence prevention efforts	Working Group, coordinated by Mayors Office

Strategic Goal #2: Civic Engagement (Continued)

	Year 1	Year 2	Year 3	Performance Indicator(s)	Responsible party/ parties
Objective: Create social marketing campaigns to create a culture that does not accept violence as the norm.					
<u>Activity:</u> Convene partner agency creative personnel, community partners and advertising community partners to build on current efforts in this area (i.e. social media such as Facebook and Twitter, as well as more traditional marketing methods).	X	X	X	New campaigns	Communications professionals from multiple agencies
Objective: Support existing community mobilization and planning efforts (e.g. VIPs, Safety Task Forces, Crime Watches, Business Watches, Neighborhood Advisory Boards).	X	X	X	Documentation of efforts	Working Group
Objective: Support faith-based efforts to address youth violence.					
<u>Proposed Activities:</u> <ul style="list-style-type: none"> ○ Address the issue of peer pressure in the Public school system with a series of forums with community leaders ○ Reach out to girls 21 and under by opening up churches in a series of forums ○ When there's a drop in the violence, have a press conference to commend the youth for falling back ○ Sponsor a series of spots on radio stations (94.5fm) to talk about non-gang violence, and also create positive radio spots on the good things happening in the community ○ We have a Season of Peace Facebook page, but SOP should be expanded into Twitter, Flickr, and the Bay State Banner ○ Tap into the smartphones with messages of peace ○ Anti-violence TV show – highlighting agencies who are doing initiatives to stop violence – feature victims families and how they are coping and what works for them ○ Because there are not enough streetworkers, we need to mobilize the men in the neighborhoods and be a visual presence in the city of Boston ○ Many kids in the hood are hungry – churches should organize a meal (at least once a month) for the neighborhood ○ Advocate for longer school days and helping schools deal with the drop-out rate ○ Teach young parents how to connect with their children better ○ Churches as incubators for young entrepreneurs - teach classes on how to start a business and maintain it properly 	X	X	X	New activities completed	Clergy

Strategic Goal #2: Civic Engagement (Continued)

	Year 1	Year 2	Year 3	Performance Indicator(s)	Responsible party/ parties
Objective: Engage youth in planning processes , and engage them in dialogues to improve relationships with police.					
Activity: Continue focus groups with youth.	X	X	X	Document focus groups	Working Group
Activity: Add youth to the Community Advisory Board.	X			Youth on board	Working Group
Activity: Continue youth groups and dialogues. For example, YWCA Boston Youth/Police Dialogues bring together racially and ethnically diverse groups of 15-20 youth and 6-8 police officers for 3 sessions conducted by professional facilitators. After completion of the dialogue, youth and police develop and implement a community action project that engages neighbors and improves community relations.	X	X	X	Dialogues and youth groups held	City agencies and Partners

Strategic Goal #3: Prevention/ Intervention/ Enforcement/ Reentry

Community Policing 2.0

A more coordinated and strategically focused and enhanced alignment of four key community policing initiatives will support Prevention, Intervention, Enforcement and Reentry. This will strengthen efforts to reduce crime while strengthening law enforcement’s relationship with the public and increasing victim and witness cooperation.

	Year 1	Year 2	Year 3	Performance Indicator(s)	Responsible party/ parties
Objective: Better coordinate, enhance and support four key community policing initiatives into one aligned strategy.					
<u>Activity:</u> Enhance BPD Safe Street Teams , through training and additional resources to improve their work with the community. Teams of line-level, District-based officers on foot patrol or on bikes work to increase visibility, establish lines of positive contact, and respond to concerns of neighborhood residents and workers.					

Community Policing 2.0 (Continued)

	Year 1	Year 2	Year 3	Performance Indicator(s)	Responsible party/ parties
<p><u>Activity:</u> Enhance and coordinate Constituency Response Team (CRTs). CRTs proactively identify and analyze recurring quality of life issues through new technology that will compare data through computerized mapping. The BPD analyze data from multiple sources to examine trends and patterns in citizen complaints for minor crimes, nuisances, social disorder such as loitering, unruly youth, public drinking, loud music and also physical disorder such as abandoned buildings, graffiti, litter and vacant lots. The CRT is comprised of the officers from the BPD as well as representation from the Public Works Department, Transportation, Department of Neighborhood Services, Code Enforcement, the Parks and Recreation Department, Graffiti Busters and Basic City Services. Through computerized mapping and other data manipulations, these analyses focus on identifying the places and people that generate a disproportionate amount of citizen complaints for quality of life issues. Data on recurring quality of life issues is collected from BPD incident and arrest data for minor crimes and disorderly offenses, BPD citizen calls for service data, complaint data from the Mayor’s Hotline that are relevant to social and physical disorder concerns, and information reported by City Hall Neighborhood Liaisons and BPD Community Service Officers (CSOs). The CRT initiative includes bi-monthly interagency meetings hosted by Boston Police District Captains to review trends, patterns, and recurring problems. Particular attention will be focused on addressing “hot spots” of disorderly behavior in the relevant community as well as repeat offenders who generate a large number of complaints. Residents help drive the work of the CRT, which focuses significantly on service requests logged through the Mayor’s Hotline. Last year, the City of Boston launched a state-of-the-art tracking system for all constituent requests. Constituents can log requests by calling the Mayor’s Hotline (617-635-4500) or by visiting the City’s website (www.cityofboston.gov); both are available 24-hours a day</p>	X	X	X	Decreased citizen complaints, improved quality of life, improvements made,	BPD, Public Works, Transportation, Neighborhood Services, Code Enforcement, Parks and Recreation, Graffiti Busters, City Services.
<p><u>Activity:</u> Strengthen the RA Project RA Project – geographic ownership and accountability for small areas of the city for all police officers, regardless of their assignment. This includes mandatory walking beats to get officers out of cars and engaged with the community in discussion and problem solving.</p>	X	X	X	Code 19s and outcomes of problem solving exercises	BPD

Community Policing 2.0 (Continued)

	Year 1	Year 2	Year 3	Performance Indicator(s)	Responsible party/ parties
<p><u>Activity:</u> Utilize technology to enhance information sharing between the BPD and the community, such as social media, smart phone applications, hotlines and strategically places cameras.</p>	X	X	X	New and improved social media, smart phone “apps”, and other uses of technology	BPD and City agencies

PREVENTION

This is an area that has been identified as needing additional focus and support to address several gaps.

	Year 1	Year 2	Year 3	Performance Indicator(s)	Responsible party/ parties
<p>Education High quality education from early childhood through high school is perhaps the most comprehensive and impactful youth violence prevention tool there is. Mayor Thomas M. Menino and Boston Public Schools Superintendent Carol R. Johnson will continue to move forward the Acceleration Agenda and the Circle of Promise.</p>					
<p>Objective: Acceleration Agenda In 2008, BPS announced an <i>Acceleration Agenda</i> that outlines goals and priorities for transforming the Boston Public Schools. The district's work to achieve these goals is organized into four broad core strategies, each of which includes various initiatives and tactics:</p> <ul style="list-style-type: none"> ▪ Strengthen teaching and school leadership ▪ Replicate success and turn around low-performing schools ▪ Deepen partnerships with parents, students, and the community ▪ Redesign district services for effectiveness, efficiency, and equity 	X	X	X	Progress towards goals tracked on an ongoing basis	BPS
<p>Objective: Remove barriers to academic success for students at the Boston Public Schools in the Circle of Promise to ensure they are supported in reaching their full potential.</p>					
<p>Activity: Circle of Promise Circle of Promise – is a place based and school based strategy that focuses on high student achievement as a means toward creating sustainable wealth and opportunity creation within the community. By utilizing the BPS Academic Achievement Framework as means to assess students' needs, the Circle of Promise initiative leverages public and private resources and partnerships to conduct targeted intervention and non-academic service delivery.</p>	X	X	X	Student outcomes, services provided, educational improvements	BPS and partners
<p>Mental Health and Trauma General and acute mental health services, trauma response, and related treatment have been identified as major needs for individuals and communities affected by violence in Boston's neighborhoods. Boston will address this need by advocating and applying for additional resources in these areas as well as continuing current efforts.</p>					
<p>Objective: DOJ/ BPHC Defending Childhood Initiative – complete a comprehensive, cross-systems planning and implementation process focused on preventing and reducing the impact of exposure to violence in homes, schools, and communities for children 0 to 17.</p>	X	X	X	Plan created, implemented	BPHC

PREVENTION (Continued)

	Year 1	Year 2	Year 3	Performance Indicator(s)	Responsible party/ parties
Objective: Continue or expand successful trauma programs.					
<u>Activity:</u> Continue BPHC Trauma Services Program , with a focus on increasing capacity at Boston’s Community Health Centers, providing coping and stabilization groups to residents and students affected by violence and also offers training and capacity-building to community organizations and schools to increase awareness of and address the effects of trauma.	X	X	X	Services provided	BPHC
<u>Activity:</u> Continue BPHC Violence Intervention Advocate Program , which works with gunshot and stabbing victims identified through Boston Medical Center’s Emergency Department to provide culturally appropriate case management, family support, and referrals to services.	X	X	X	Services provided	BPHC
<u>Activity:</u> Continue to utilize mental health services through Boston Police. BPD currently partners with Boston Emergency Services Team (BEST) . Under the leadership of Boston Medical Center and with the support of the Massachusetts Behavioral Health Partnership, BEST provides 24-hour service for adults and children in need of immediate psychiatric intervention. Individuals who need emergency care are assessed and briefly treated by experienced, master’s level clinicians and physicians who specialize in rapid community response to those in psychiatric crisis.	X	X	X		BPD/BMC
<u>Activity:</u> Continue partnership with the Child Witness to Violence Project at Boston Medical Center (BMC), which provides developmentally informed, trauma-focused intervention to young children and their parents who are affected by violence and other trauma since 1992. The project also implements both national and state-focused training for health care professionals, police, educators, and many other social service professionals who confront these issues. Betsy McAlister Groves is the founding director of the Project and is recognized nationally for expertise and experience in this area.	X	X	X	Services provided	BMC
Objective: Support community and neighborhood based trauma interventions and general mental health efforts .	X	X	X	Interventions, services provided	

PREVENTION (Continued)

	Year 1	Year 2	Year 3	Performance Indicator(s)	Responsible party/ parties
Objective: Support homicide survivors .					
<p><u>Activity:</u> Louis D. Brown Peace Institute / other providers – The Louis D. Brown Peace Institute provides families with support services during the critical 24-48 hour period after a homicide occurs. These services include coordinating the family’s internal support network of family and friends; guiding the family in crafting a family/media statement; providing funeral preparation using <i>The Step-By-Step Burial and Resource Guide</i>. They also ensure that families receive appropriate referrals for services, including mental health services, individual counseling, bereavement counseling, substance abuse services, housing relocation, additional financial resources, places of worship for the funeral, spiritual guidance, and other non-traditional therapies as appropriate, connect the family with the institute’s internal network of survivors including the sibling survivor group and the survivor leadership academy and provide emotional and technical support to families months and years after a homicide.</p>	X	X	X	Survivors helped, peace walks and other awareness and advocacy activities	Louis D. Brown Peace Institute / other providers
<p><u>Activity:</u> Continue BPD Homicide Unit’s Family Resource Officer and Victim/Witness Advocate.</p>	X	X	X	Survivors helped	BPD
<p><i>Family Support and Strengthening</i> The importance of families in preventing youth violence cannot be overstated. This is a theme that originally came up during stakeholder interviews, but was a major theme of community listening sessions. Parents and guardians need formal support from agencies as well as informal support from neighbors and community members.</p>					
Objective: Continue and expand when possible, parenting programs with at-risk populations.	X	X	X	Parents gone through program	
<p><u>Activity:</u> Continue BPS’ Parenting University and Family Resource Centers.</p>	X	X	X	Parents gone through program	BPS
<p><u>Activity:</u> Continue neighborhood –based work by Family Nurturing Center of Massachusetts.</p>	X	X	X	Parents gone through program	Family Nurturing Center

PREVENTION (Continued)

	Year 1	Year 2	Year 3	Performance Indicator(s)	Responsible party/ parties
<u>Activity:</u> Continue programs run by the Boston Public Health Commission's Child Adolescent and Family Health Bureau .	X	X	X	Parents gone through program	BPHC
Objective: Continue court-based fatherhood and motherhood programs for incarcerated men and those under supervision.	X	X	X	Parents gone through program	Probation and SCHOC
Objective: Build neighborhood capacity to provide parenting assistance, including parent-to-parent mentoring.	X			New programs	Community Advisory Board?
<i>Employment</i>					
Objective: Support Employment for youth					
<u>Activity:</u> Continue Mayor Menino's commitment to summer jobs for youth, via the Mayor's Youth Fund .	X	X	X	Youth jobs	Mayor's Office
<u>Activity:</u> Continue the Summer of Opportunity program, a partnership with John Hancock Financial to provide year-round job training and employment to high risk youth.	X	X	X	Youth through the program	BPD and John Hancock
<i>Firearms</i>					
Through Mayors Against Illegal Guns (MAIG), led by Mayor Menino and New York City Mayor Michael Bloomberg, over 500 mayors are currently working together to enforce stiffer penalties on illegal gun dealers and hold them accountable for violence in America's cities.					
Objective: Prevent shootings by getting guns off the street.					
<u>Activity:</u> National Legislation in support of MAIG's national campaign to fix the nation's gun background-check system. This would be accomplished by: getting all the names of prohibited purchasers into the background check system and requiring background checks for all gun sales.	X			Legislation passed	MAIG
<u>Activity:</u> Support local grassroots efforts to get illegal guns off our streets, including education and outreach efforts, community mobilization, and activism, e.g., Citizens for Safety's Traffick Jams.	X	X	X	Campaigns, sessions	Grassroots organizations

PREVENTION (Continued)

	Year 1	Year 2	Year 3	Performance Indicator(s)	Responsible party/ parties
<i>Neighborhood-Based Prevention</i>					
<p><u>Activity:</u> Continue BPHC Violence Intervention and Prevention (VIP) Program. Based in five Boston neighborhoods: Bowdoin/Geneva, Upham’s Corner, Grove Hall, Orchard Gardens, and Mattapan, each with its own resident coalition coordinated by a local community organization. Works with community residents and organizations to increase afterschool and employment opportunities, improve the neighborhood environment by identifying and abating conditions that contribute to crime, and increasing resident access to health services.</p>	X	X	X	Neighborhood improvements, services provided	BPHC
<p><u>Activity:</u> Continue effective Boston Centers for Youth and Families programming. Afterschool, evening, and summer programming at neighborhood centers, including ACES (Arts, Character, Education & Sports) and GIRLS (Growth, Intervention, Respect, Leadership & Support) and its “No More Drama” violence-free summer campaign.</p>	X	X	X	Positive youth development outcomes, activities, services	BCYF

INTERVENTION

Though there are a host of proven intervention initiatives in Boston, this is an area that has been identified as needing additional focus and support.

	Year 1	Year 2	Year 3	Performance Indicator(s)	Responsible party/ parties
Objective: Comprehensive truancy reduction initiative.					
<u>Activity:</u> DOJ TA provider will provide recommendations for better addressing truancy, based on analysis of the problem, current systems, procedures and resource constraints, and national best practices.	X			TA deliverable – recommendations document	BPS and site coordinator
<u>Activity:</u> Consider and potentially implement recommendations for potential implementation.	X			Decisions regarding implementation	BPS
<u>Activity:</u> Recommendations implemented as feasible.				Implementation of changes	BPS
Objective: Continue the PACT Firearm Violence Reduction Strategy . This is a multi-agency, citywide strategy that aims to reduce gun violence by targeting 240 individuals for aggressive enforcement, while offering intervention and prevention services to their family members. Once incarcerated, the primary PACT individuals will be fast-tracked for the Boston Reentry Initiative.					
<u>Activity:</u> Complete assessment of phase 1, with necessary adjustments made.	X			Written document	BPD and partners
<u>Activity:</u> Completion of customized Microsoft case management system to accompany already approved information protocol document.	X			Date case-management system complete/ goes live	BPD and partners, including Microsoft. BRIC as lead
<u>Activity:</u> Build on neighborhood component, with closer relationship between BPD and MassHousing Task Forces – summer camps for PACT family youth, detailed monthly crime analysis reports, citizen police academies.	X			Number of camperships, distribution of monthly reports, citizen academies completed.	BPD and MassHousing Safety Task Forces

INTERVENTION (Continued)

	Year 1	Year 2	Year 3	Performance Indicator(s)	Responsible party/ parties
<u>Activity:</u> Ongoing outreach and social services with PACT families.	X	X	X	Services provided, outreach accepted by families, family members served	BPHC, YOU, Streetworkers, YouthConnect, BPS, EOHHS.
<u>Activity:</u> Ongoing focus and coordination among law enforcement partners regarding targeting of PACT individuals for enforcement and seamless processing through the criminal justice system.	X	X	X	Assessment of status of PACT individuals	BPD, DA's Office, Probation, DYS, USA Office, SCHOC
<u>Activity:</u> Ongoing updating of PACT list, adding additional members as others are taken off.	X	X	X	Periodic reviews documented	BPD/BRIC
<u>Activity:</u> Ongoing dissemination of daily intelligence report regarding PACT individuals.	X	X	X	Distribution list	BRIC
<u>Activity:</u> Convene funders group to do resource development for PACT service component.	X			Funders group formed, funds raised	Lead partners to convene
<u>Objective:</u> Continue the Shannon Gang Grant Community Safety Initiative . Using a multidisciplinary data driven approach that balances the elements of prevention, intervention and enforcement to target gang-related youth firearm violence in violent hotspots, the City of Boston has built a successful collaboration balancing City, community, faith, and law enforcement partnerships and continues to work with regional law enforcement and multi-disciplinary partners on a comprehensive strategy that builds on best practices and lessons learned. Following the model of the OJJDP's Gang Reduction Program, this initiative draws its strength from a strong multidisciplinary collaboration, including not only various state and city agencies, but also partnerships with faith-based, philanthropic, and business organizations within the community. The Shannon Grant represents a significant investment by the State in the continued safety and well being of Boston residents.	X	X	X	Funds received, program implemented	City and partners

INTERVENTION (Continued)

	Year 1	Year 2	Year 3	Performance Indicator(s)	Responsible party/ parties
Objective: Continue and expand capacity where possible, established intervention programs.					
<p><u>Activity:</u> Continue or expand BCYF Streetworkers Program.</p> <p>Boston Center for Youth and Families' Streetworkers Program provides immediate, on-site referrals to street-level caseworkers. The Streetworkers work with high-risk young people to deter them from violence and steer them towards pro-social activities. These outreach workers have a high degree of credibility in the community with those most likely to be victims or perpetrators of shootings. Streetworkers have a strong reputation for providing a calming presence during violent periods and for effectively reducing retaliatory actions related to violent events. They also provide critical mediation interventions and are key messengers to individuals who are considering making risky decisions</p>	X	X	X	Staffing levels/ neighborhood coverage	BCYF
<p><u>Activity:</u> Continue or expand BPHC Youth Development Network (YDN)</p> <p>YDN provides case management and referrals to youth in high priority neighborhoods to increase healthy behaviors associated with successful school achievement. The program is inspired by the vision of Mayor Thomas M. Menino to meet the formative needs of youth. Since 2007, YDN provides case management, and trauma recovery support to youth and their families. YDN relies on Specialists with experience in the areas of youth development, trauma recovery, truancy, counseling and mental health - and intimately familiar with Boston communities and young people.</p>	X	X	X	Staffing levels/ neighborhood coverage; services provided; number youth served	BPHC
<p><u>Activity:</u> Continue or expand Operation Homefront</p> <p>This is a collaboration with Boston Police officers assigned to the School Police Unit, School Police, Transit Police and Clergy/Minister partners. Teams made up of a combination of police/clergy perform weekly home visits to the families of students who have been identified as being "at risk". These identifiers are made through school based reports or referrals from school administrators. It is usually precipitated by events that occur within the school that render the school unsafe, or students unsafe when they leave school. The program also involves in-school anti-violence presentation by the police.</p>	X	X	X	Number of home visits and follow up services	BPD, clergy partners

INTERVENTION (Continued)

	Year 1	Year 2	Year 3	Performance Indicator(s)	Responsible party/ parties
<p><u>Activity:</u> Continue or expand Youth Options Unlimited (YOU)</p> <p>YOU Boston is a city-wide transitional employment program serving court-involved and/or gang affiliated youth ages 14-24. YOU provides intensive case management, educational support and placement, job-readiness training through subsidized employment, and assistance with job placement into private sector jobs and long-term occupational skills training.</p>	X	X	X	Staffing levels; services provided; number youth and served	JCS, YOU
<p><u>Activity:</u> Continue or expand YouthConnect</p> <p>YouthConnect, formally known as Youth Service Providers Network, places licensed social workers in Boston Police stations to provide prevention and intervention services to at-risk urban youth and families who are in crisis or experiencing acute problems. YouthConnect social workers work with clients wherever they are most comfortable: in the home, at school, or elsewhere in the community. Services can be short-term such as referral to after-school programs, or long-term such as weekly individual and family therapy, including clinical case management and advocacy services.</p>	X	X	X	Staffing levels/ neighborhood coverage; services provided; number youth and families served	Boys & Girls Clubs of Boston/ YouthConnect and BPD
<p>Objective: Continue to fund and advocate for more jobs for youth with criminal histories, including outreach and education to potential employers</p>					
<p><u>Activity:</u> Outreach and education to employers.</p>	X	X	X	Outreach done, new employers hiring individuals with CORI.	JCS
<p><u>Activity:</u> Fund and deliver transitional employment, training and education for individuals with CORI, including youth and adults, reentry and homeless.</p>	X	X	X	Individuals receiving training or employment.	JCS, YOU, BPHC Homeless Division.
<p><u>Activity:</u> Resource development to support employment for youth and those with criminal histories.</p>	X	X	X	Funds awarded	JCS

INTERVENTION (Continued)

	Year 1	Year 2	Year 3	Performance Indicator(s)	Responsible party/ parties
Objective: Continue efforts of the Anti-Human Trafficking Task Force and Support to End Exploitation Now (SEEN) Project; due to the often intertwined relationship between sexual exploitation and gang violence.					
Activity: Identification of and outreach to victims	X	X	X	Victims identified, removed from sexual exploitation, services provided	BPD, DA's Office and service partners
Activity: Identification and prosecution of perpetrators	X	X	X	Arrests, prosecutions	BPD, DA's Office and other law enforcement partners

ENFORCEMENT

Enforcement has been identified as a strength in Boston. Law enforcement and criminal justice partners prioritize data-driven person- and place-based tactics, operations and investigations to maximize results. However, there is always room for improvement.

	Year 1	Year 2	Year 3	Performance Indicator(s)	Responsible party/ parties
Objective: Continue the PACT Firearm Violence Reduction Strategy to target those most likely to be engaged in gun violence. (see details under INTERVENTION)	X	X	X		
Objective: Continue to provide intelligence-driven, person- and place-based deployment .	X	X	X	Ongoing BPD self assessment	BPD and law enforcement partners
<u>Activity:</u> Advocate for the passage of Mayor Menino’s proposed legislation for the establishment of a regional lock-up facility in Suffolk County, which would free up officers currently assigned to security functions for community deployment. Re-file in future years if necessary.	X			Legislation passage	Mayor’s Office and Sheriff’s Office
Objective: Continue to conduct proactive operations and investigations.					
<u>Activity:</u> Continue Operation Night Light . This is a partnership between the Boston Police Department and the Department of Probation. The Youth Violence Strike Force (YVSF) partners with the Probation Officers in 7 District Courts in Suffolk County and the Dept. of Youth Services to provide home visits to probationers, particularly those who are impact players or at high-risk for re-offending. Current crime hotspots are strategically the focus of many of these visits	X	X	X	Number of visits	BPD, Probation and DYS
<u>Activity:</u> Continue Operation Ceasefire . This is a blended approach to prevent gang violence via what came to be known as the “pulling levers” strategy. This strategy involves explicitly getting the message across to gang offenders that violence will not be tolerated and backing that message up by pulling every available criminal justice lever. In addition to these focused enforcement efforts, the interagency working group also offered services and other assistance to high-risk gang youth.	X	X	X	Number of ceasefires	BPD and partners
Objective: Continue the Real Time Crime Center within the BRIC, an asset for monitoring ongoing police incidents and events and providing relevant information and data to field units in a “real time” manner	X	X	X	Adequate staffing and usage of RTCC	BPD

ENFORCEMENT (Continued)

	Year 1	Year 2	Year 3	Performance Indicator(s)	Responsible party/ parties
Objective: Continue with targeted prosecutions to ensure violent offenders are taken off the street and held accountable for their actions through specialized courts and prosecution units, as well as the federal adoption of violent cases.	X	X	X	Number of prosecutions and conviction rates	DA's Office and USA's Office
Objective: Bolster the Witness Protection Program to promote greater cooperation and ensure safety of those who step forward.	X	X	X	Increase in budget for program, and usage	DA's Office with support from partners
<u>Activity:</u> Training for victim advocates regarding post-relocation service provision.	X	X	X	Trainings offered	DA's Office
<u>Activity:</u> Continue work with the Rental Housing Resource Center, Boston Housing and Metro Boston Housing Partnerships, and Public Safety/Boston Housing Authority Police staff at Boston Housing regarding relocation of witnesses, victims and their families.	X	X	X	Number of successful relocations	DA's Office advocates, with partner agencies
Objective: Support the passage of gun control legislation at the State and Federal levels.					
<u>Activity:</u> Advocate for the passage of Mayor Menino's legislative proposals to increase penalties for felons who possess firearms to a mandatory minimum sentence of 5 years, to require semiautomatic firearms to have the ability to micro-stamp bullets, and to make it easier for police to arrest a person who makes a threat against another without a warrant. Re-file in future years if necessary.	X			Legislation passage	Mayor's Office

REENTRY

Reentry has been identified as a strength in Boston. Both the adult and juvenile reentry programs have been identified as national models with proven results. These will be continued, and when possible enhanced and expanded upon.

	Year 1	Year 2	Year 3	Performance Indicator(s)	Responsible party/ parties
Objective: Continue the Boston Reentry Initiative (BRI) and the Boston Juvenile Reentry Initiative (BJRI) , model adult and youth programs to support the process of successful community reentry.					
<p><u>Activity:</u> BRI continuation</p> <p>The Boston Reentry Initiative (BRI) identifies the highest-risk offenders from the Suffolk County House of Corrections while simultaneously offering reintegration services and sending a message of intolerance for continued violence. The Boston Police Department has partnered with Suffolk County House of Corrections (SCHOC), along with other law enforcement, prosecutorial, supervisory, community, and faith-based organizations to administer this program.</p>	X	X	X	Clients served per year, recidivism rates for program participants, pro-social outcomes for participants.	SCHOC, BPD and partners
<p><u>Activity:</u> BJRI continuation</p> <p>The Boston Juvenile Re-entry Initiative is a specialized casework unit that works with the region's highest risk youth. The Re-entry team is comprised of three caseworkers and one manager covering all Metro Region District Offices. The overall goals and objectives of the BJRI Team is to a) prevent re-offending b) enhance public safety c) redeploy and leverage existing community resources by fostering linkages and accessing currently provided services d) assist the offender to avoid crime, engage in pro-social community activities and meet family responsibilities e) enhance educational, vocational and employment opportunities f) enhance mental health and substance abuse prevention services.</p>	X	X	X	Clients served per year, recidivism rates for program participants, pro-social outcomes for participants.	DYS, BPD and partners
Objective: Partner with State Department of Corrections to enhance reentry process.					
<p><u>Activity:</u> Determine protocol and procedures for identification of high priority DOC inmates returning to Boston, as well as coordinated reentry plan.</p>	X			Process determined	DOC, BPD
<p><u>Activity:</u> Identification and reentry planning for high priority inmates.</p>	X	X	X	Inmates released, individual outcomes	DOC, BPD

REENTRY (Continued)

	Year 1	Year 2	Year 3	Performance Indicator(s)	Responsible party/ parties
Objective: Continue Mayor's Office Reentry Working Group meetings to ensure coordination and collaboration across systems and agencies/organizations for the successful transition of returning offenders to Boston neighborhoods and the advocacy for policy changes as needed.					
<u>Activity:</u> Hold meetings with community based programs.	X			Document meetings	Mayor's Office
<u>Activity:</u> Regular convening sessions with all partners.	X	X	X	Document sessions	Mayor's Office
Objective: Advocate for mandatory supervision -- Mayor Menino has proposed and urged the passage of legislation to require mandatory post-release supervision for all offenders released from State and County incarceration.					
<u>Activity:</u> Annual submission and advocacy of legislation until passed.	X	X	X	Legislation filed, passed.	Mayor's Office
Objective: Continue to fund and advocate for more jobs for individuals with criminal records , including outreach and education to potential employers					
<u>Activity:</u> Outreach and education to employers.	X	X	X	Outreach done, new employers hiring individuals with CORI.	JCS
<u>Activity:</u> Fund and deliver transitional employment, training and education for individuals with CORI, including youth and adults, reentry and homeless.	X	X	X	Individuals receiving training or employment.	JCS, YOU, BPHC Homeless Division.

Administration and Management

	Year 1	Year 2	Year 3	Performance Indicator(s)	Responsible party/ parties
<u>Activity:</u> Regularly convene Working Group and Executive Governance Board to ensure implementation of the plan, including coordination regarding policies, systems reform and resource development.	X	X	X	Number of meetings, identification of additional challenges/ issues needing to be addressed.	Site Coordinator
<u>Activity:</u> Ongoing communication with President Obama's Administration through DOJ regarding the Forum, plan implementation and TA needs/requests .	X	X	X	Communications with DOJ, TA requests submitted and completed	Site Coordinator
<u>Activity:</u> Participation in Forum assessment .	X			Materials and information submitted to assessment team, site visits and interviews.	Site Coordinator
<u>Activity:</u> Track performance measures of plan implementation.	X	X	X	Performance measures of strategic goals 1-3 as outlined in this timeline.	Site Coordinator
<u>Activity:</u> Evaluation of Plan effectiveness.	X	X	X	Crime data, school data, public health data, and survey	Site Coordinator and Working Group, academic advisors

Administration and Management (Continued)

	Year 1	Year 2	Year 3	Performance Indicator(s)	Responsible party/ parties
<u>Activity:</u> Ongoing communication with stakeholders and the community through addition listening sessions and feedback loops, City and BPD websites, and the forum email account. These will be focused on plan implementation activities and outcomes.	X	X	X	Documentation of meetings, website posts and email account activity.	Site Coordinator
<u>Activity:</u> Coordinated resource development in support of the plan.	X	X	X	Proposals submitted and funds awarded in support of the plan.	Executive Governance Board and Working Group agencies.

ENDNOTES:

ⁱ *At the direction of the President, the Departments of Justice and Education, along with other federal agencies, have established the National Forum on Youth Violence Prevention for localities to share knowledge and experience in what works and what doesn't in preventing youth and gang violence. Through the development of comprehensive networks and strategies that blend prevention, intervention, enforcement, and reentry, localities will work across agencies towards a common goal: preventing youth and gang violence.*

ⁱⁱ Boston Regional Intelligence Center Data (2011)

ⁱⁱⁱ Boston Public Health Commission (2008). *Health of Boston*.

^{iv} Braga, Anthony A., Andrew V. Papachristos, and David Hureau. 2010. "The Concentration and Stability of Gun Violence at Micro Places in Boston, 1980-2008." *Journal of Quantitative Criminology*.

^v Ibid.

^{vi} Boston Regional Intelligence Center analysis, 2011.

^{vii} Results from the 2008 Boston Youth Survey have not been published yet.

^{viii} Boston Regional Intelligence Center analysis, 2011

^{ix} Braga, A.A. (2007). Unpublished report for the Boston Police Department, John F. Kennedy School of Government.

^x Cramer, C. (2011). Homicide fight centers on drug trade. *Boston Globe*, January 12, 2011.

^{xi} Rosenfeld, R., Wallman, J. & Fornango, F. (2005). The contribution of ex-prisoners to crime rates. In Eds. Jeremy Travis and Christy Visser, *Prisoner Reentry and Crime in America* (pp. 80-104). New York: Cambridge Univ. Press.

^{xii} The Boston Foundation (2004). *Indicators Project Report 2004*.

^{xiii} MA Department of Corrections Suffolk County House of Corrections Report, 2000.

^{xiv} See also Beck, A. (2006). *The importance of successful reentry to jail population growth*, presented at the Jail Reentry Roundtable Meeting, Urban Institute, New York, June 2006.

^{xv} Murray, J. & Farrington, D. P. (2006). Evidence-based programs for children of prisoners. *Criminology & Public Policy*, 5(4), 621-736.

^{xvi} Center for Substance Abuse Prevention (1998)

^{xvii} Meeting took place with: City of Boston officials (this group included representatives from the Mayor's Office, the Public Health Commission, Boston Public Schools, Boston Centers for Youth and Families, and other City agencies); Boston Police command staff; local, state, and federal law enforcement agencies; Boston Public Schools principals and students; service providers; faith leaders; and representatives from Boston's business community.

^{xviii} The Executive team expanded on these three top priorities:

- 1. Most pressing need is greater and better coordinated information-sharing across jurisdictions, agencies, communities and departments.** Communication amongst all stakeholders will help to *break down the silos of information*, and *build trust* between community-based and public safety agencies. Need enhanced local cooperation and federal guidance to *address the confidentiality concerns* of agencies with sensitive information (i.e. HIPAA) to unlock valuable information regarding needs of Boston's most at-risk youth and their families.
- 2. Engaging youth through the City's many existing services and activities.** Need to update response to *truancy*, continue *educational and skills development* programs for youth, and develop appropriate *employment* opportunities.
- 3. Reduction of firearms availability and the toughening of related penalties.** Led by Mayor Menino and New York Mayor Bloomberg, *Mayors Against Illegal Guns (MAIG)* is a national coalition working to reduce access to illegal firearms through legislation and advocacy.

^{xix} **Coordination with Defending Childhood Initiative:** *City of Boston leadership sees the National Forum and Defending Childhood Initiative planning initiatives as complementary processes that will position the City of Boston well to coordinate and access needed resources for violence prevention, intervention and response. The Defending Childhood Initiative is broader in scope, focusing on all children 0 to 17 years old and all types of violence including domestic violence, sexual assault, child abuse, bullying and community violence. The National Forum is focusing on the population of youth offenders and focusing on community gang and gun violence. While both plans include prevention and intervention strategies, the Defending Childhood Initiative also includes treatment strategies to address the trauma experienced from witnessing violence and the National Forum includes enforcement and re-entry strategies. To ensure collaboration and cooperation between the plans, the Boston Public Health Commission and Boston Police Department have selected overlapping memberships on the leadership teams of both initiatives. In addition, the coordinators of each Initiative maintain regular communication and information sharing.*