ABSTRACT

Lead by Louisville’s Mayor Greg Fischer and his Office for Safe and Healthy Neighborhoods, this plan puts forth 5 goals aimed at reducing youth involvement, exposure and impact of homicides, shootings, and aggravated assaults using the balanced and coordinated PIER (Prevention, Intervention, Enforcement and Re-Entry) approach. The Center for Disease Control’s Public Health Approach to youth violence is utilized and thus the goals focus on increasing positive outcomes and coordinating efforts in 5 systemic areas—community building, education, employment and economic development, health and social wellness and juvenile and criminal justice.
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Greetings All,

We are working hard every day to create many pathways to make sure all youth are secure, supported and prepared for lifelong success. To reach this goal - we know that we have to work across all sectors and must youth at the table helping to inform our efforts.

This new action plan is part of the city's "One Love Louisville" campaign and is focused on preventing violence that most impact our youth 24 and under - homicides, shootings and assaults. We know are youth are exposed to many forms of violence and it can create negative outcomes for them - so our work will focus on developing prevention and intervention strategies, knowing that we much work with law enforcement and create opportunities for youth to reenter if they get off track.

Using the National Forum on Youth Violence Prevention framework - we identified five goals and 13 objective to help us reduce the violence that impact our youth. These five goals take a holistic approach to preventing youth violence:

- Create and promote opportunities for civic engagement
- Improve conditions that hinder education attainment
- Support economic growth with a focus on the most economically challenged neighborhoods
- Enhance the quality of intervention with individuals and families at the first sign of risk
- Promote a restorative justice community

As you read this action plan, you will see that we are committed to holding ourselves and others accountable to the desired outcomes we all have for our youth. We will look policies, programs and practices and make the necessary adjustments – but more importantly we will work shoulder to shoulder with our youth to make sure we all live in the safest city in the nation.

Sincerely,

Greg Fischer, Mayor
Donna M. Hargens, Ed.D., Superintendent
Steve Conrad, Chief
“Government alone is not enough. We need every citizen’s help in making Louisville the safest city in the country. It will take specific commitments from all of us-community members, youth and leaders across all sectors to get this work done.”

— Anthony D. Smith, Director for Safe Neighborhoods
VISION: A city of safe neighborhoods where all citizens feel secure supported and prepared for lifelong success.

OBJECTIVES: 1) Reduce the number of violent deaths experienced by young adults and decrease the number of youth exposed to violence. 2) Reduce homicide, shooting, suicide and overdose rates throughout the city of Louisville.

PLANNING & IMPLEMENTATION: Utilizing the CDC’s Public Health Approach to Violence Prevention, the OSHN works alongside neighborhood residents and community, faith-based, corporate and government partners in a community effort to prevent violence, intervene accurately, enforce justly and effectively, and provide opportunity for those returning from incarceration or detention.

Overview

In Louisville, Kentucky on May 17, 2012, three young African Americans were killed at 32nd and Greenwood Streets, in two separate shooting incidents, with one occurring during the investigation of the other. In response to this tragic event, Mayor Greg Fischer proposed the formation of a violence prevention work group to accelerate the work initiated earlier that year and engage the community in the development of short- and long-term violence reduction strategies for Louisville. On October 25, 2012 the group presented its report, Strategies to Prevent Violence in Louisville Metro: Short- and Long-Term Recommendations, with a primary recommendation for Mayor Fischer to hire a full-time person to mobilize into action the remaining recommendations. The Office for Safe and Healthy Neighborhoods (OSHN) officially opened in March 2013 with the hiring of its full time director.

Under the leadership of the new, founding director, the OSHN has moved Louisville to action by working with a diverse group of citizens to draft community-wide strategies and a community-wide violence prevention campaign. The first plan, Phase One: Moving Louisville to Action-Louisville’s Blueprint for Safe and Healthy Neighborhoods outlined the beginning stages for how the office would move forward with creating a strategic community plan. The current strategy, Louisville’s Blueprint for Safe and Healthy Neighborhoods Phase II-One Love Louisville: Be the One to Make a Difference (in short
called One Love Louisville), comprehensively presents the methods for reducing violent deaths and injuries caused by homicides, suicides, overdoses, shootings and assaults. One Love Louisville consists of 1) Community Plan that has 13 goals and 42 initiatives, 2) a My Brother’s Keeper Plan that focuses specifically on increasing positive outcomes for African American men and boys by reaching six milestones and 3) the current document, a Youth Edition which deploys efforts to decreasing violence directed to and involving individuals under the age of 24. The One Love Louisville campaign and strategies are a result of months of hard work and dedication by 150 citizens.

One Love Louisville-Youth Edition serves as an addition to the strategic plan currently in progress and will focus on increasing positive outcomes for youth (0 to 24 years of age) who reside in Louisville Metro Police Department (LMPD) divisions 1, 2, and 4. Local data illustrates that young adults (ages 18-30 years) lose their lives as a result of homicide more often than any other age group. If efforts are focused on youth 24 years of age and under, there’s potential to reduce the number of youth who are exposed to violence, become victims of violence, or perpetuate violence. The following sections will discuss the vision for Louisville youth, the social and physical environment of Louisville youth, and the solutions and goals that will enhance the positive outcomes as well as counteract the ills that impact Louisville youth.

See Appendix A for History of Office for Safe and Healthy Neighborhoods
For complete plans see: www.louisvilleky.gov/safeneighborhoods/keyreports
Youth: persons 0-24 years of age
Targeted Areas: Louisville Metro Police Divisions: 1, 2, & 4
Youth Violence: Homicide, Shooting, Aggravated Assault, & Suicide
Violence Prevention: creating safe and healthy neighborhood through Prevention, Intervention, Enforcement and Re-Entry
Disconnected Neighborhoods: areas that systemically experience low levels of education attainment, high unemployment rates, low city-level civic engagement and/or rates of crime
LOUISVILLE ASSETS

Louisville will be a city of safe neighborhoods, where all citizens feel secure, supported and fully prepared for lifelong success by utilizing its following assets…

STRONG NEIGHBORHOODS

“Place Matters. Quality neighborhoods are invaluable in helping people, especially children, feel safe, valued, and supported. Having and living with these feelings leads to emotionally healthy, compassionate, and purposeful citizens.”

-Gwendolyn Kelly
Curious Citizen

INNOVATIVE SCHOOL-SYSTEM

“Current achievement data at our alternative schools is not acceptable. That is not to say individual students have not been successful. We believe in these students and know that collectively they can do better. This is about creating improved opportunities for every student in Jefferson County, including about alternative school students.”

-Donna Hargens
Jefferson County Public Schools Superintendent

COMPASSIONATE GOVERNMENT

“...a compassionate government is one that provides a platform for human flourishing…the leaders of a compassionate government work together… A compassionate government… holds itself and their citizens accountable… invite everyone to the table…and put people, place and planet before party”

-Tom Williams
Co-host, the Partnership for a Compassionate Louisville

ROBUST NON-PROFIT COMMUNITY

“Louisville has a remarkably vibrant nonprofit community with many organizations doing exceptionally good work in partnership with the young people they serve.

-Kevin Connelly
CEO at Center for Nonprofit Excellence

ENGAGED FAITH-BASED COMMUNITY

“What if the church on every corner had its people come out from within their four walls and be engaged in the community God has them strategically planted them in?”

-Chad Rehnberg
Minister of Community Engagement
New Breed Church
STRONG NEIGHBORHOODS

COMPASSIONATE GOVERNMENT

INNOVATIVE SCHOOL-SYSTEM

ROBUST NON-PROFIT COMMUNITY

ENGAGED FAITH-BASED COMMUNITY
LOUISVILLE YOUTH

HAVE the skills and education to be self-reliant, healthy, engaged and economically thriving.

HAVE hope and show strength of character to achieve their goals, follow their dreams, respect others, and contribute to bettering their community and world.

LIVE in a caring community where everyone values, supports, invests in and fights for their success.
PRINCIPLES

OUR WORK IS GROUNDED IN THE FOLLOWING PRINCIPLES:

EMPHASIS ON EFFECTIVENESS & EFFICIENCY
We can reduce violence by increasing and systematizing coordination and collaboration by forging new partnerships and combining resources.

RESULTS ORIENTATION
We commit to common results and indicators for the city as a whole and development of a schedule and method to track progress.

TARGET RESOURCES
Resources will be found to fund OSHN projects and they will be directed to areas most impacted by violence.

REPRESENTATION
Everyone will have a role and a voice—increase resident and neighborhood engagement and build positive connections.

ENGAGE LEADERSHIP
Champions from all of Louisville’s communities will be called to participate, influence and impact the work.

BALANCE
We utilize an approach that balances personal accountability and mutual assistance -neighbor to neighbor, parent to child, government to resident, youth to community, community and faith-based organization to member.
Local police department data illustrated that youth experienced the following types of violent crimes at higher rates than other violent crime:

- Homicide
- Shooting
- Aggravated Assault
- Suicide
- Drug Activity

The World Health Organization’s definition of violence is as follows:

"the intentional use of physical force or power, threatened or actual, against oneself, another person, or against a group or community, that either results in or has a high likelihood of resulting in injury, death, psychological harm, maldevelopment, or deprivation.”

Making the Case

Nineteen data indicators from January 2012 thru December 2014 (unless otherwise noted) have been identified based on the desired goals and outcomes of the One Love Louisville Youth Edition action plan. The following indicators of a safe and healthy environment provide a snapshot of the setting in which Louisville youth (0-24yrs) reside, play, and attend school and/or work. Research illustrates that these indicators, when improved, will help communities such as Louisville move towards a less violent city for all individuals, families and neighborhoods. Baselines and targets have yet to be identified and the Office for Safe and Healthy Neighborhoods and its partners will frequently provide updated snapshots of the nineteen identified indicators while identifying baselines and targets. While the goals and objectives are focused on the geographic areas most impacted by violence, the supporting data is concentrated on the entire city. For sources, please see footnotes at the bottom of the page.
COMMUNITY SAFETY

All One Love Louisville goals and objectives work to impact the following 6 COMMUNITY SAFETY indicators.

- 307 Injured from shootings
  Avg. # of shootings: 102/yr.²

- 2,253 Injured from Assault
  Avg. # of Aggravated Assault: 751/yr.³

- 53 Homicide Related Deaths
  Avg. # of Homicide Related Death: 18/yr.¹

- 10,506 Drug/Narcotic Violations
  Avg. # of Drug/Narcotic Violations cited: 3, 502/yr.⁴

52,990 Children involved in Child Abuse/Neglect Cases
Avg. # of KY Children Involved in Substantiated Child Abuse/Neglect Cases: 17, 663/yr.⁵

996 Children Exposed to Violence
(March 2014-Feb. 2015)⁶

EMPLOYMENT/ECONOMIC DEVELOPMENT

46% Children <18yrs in Single Parent Homes in 2013¹⁶

62.9% of Students received free/refuced lunch
% youth enrolled in public school receiving free/reduced lunch (2012-2014)¹⁴

22% % youth in poverty (2011-2013)

28% % youth (0-18ys) living in areas of concentrated poverty (2009-2013)¹³

One Love Louisville’s EMPLOYMENT AND ECONOMIC DEVELOPMENT goals and objectives seek to increase economic development and employment opportunities for youth and their families. Safe communities are created when employment opportunities and financial security are daily realities.

7.3% Unemployment Rate¹⁵

4.0-5.9 Avg Grade Level
At the time of GED Enrollment (2013-2014)¹²

One Love Louisville’s EDUCATION goals and objectives seek to enhance the system of learning in order to increase opportunities for youth which decreases the chances of youth becoming victims and/or perpetrators of violence. When communities have high percentages of education attainment, violence has been seen to reduce.

94.3% Attendance Rates⁸

51.9% Kindergarten Readiness⁷

77.75% High School Graduation Rate (2013-2014)¹⁰

1,636 GED Graduates
2013-2015 GED Attainment within Jefferson County Public Schools (16-24yrs)¹¹

4,221/yr avg. Out of School Suspensions⁸
One Love Louisville Youth Edition highlights five goals that target three police divisions in Louisville: Divisions 1, 2, and 4; these areas are heavily impacted by the factors listed in the previous section. The OSHN’s approach to preventing youth violence is not separate to the approach for preventing overall community violence and thus Table # on page ## illustrates the relationship of our community violence prevention goals with that of our youth violence prevention goals.

Our goals and objectives aim to reduce youth violence by focusing on areas that impact the lives of our youth systemically. For Louisville youth, these areas are:

1. Community Building,
2. Education,
3. Employment and Economic Development,
4. Health and Social Wellness
5. Juvenile and Criminal Justice.

The OSHN utilize the PIER tactical approach to address youth violence and thus the goals and objectives are balanced and coordinated across multiple levels of engagement:

**Prevention**  **Intervention**  **Enforcement**  **Re-entry**

As work is accomplished to implement the five goals outlined in this section, all assets and principles will be utilized to further reach the vision for Louisville Youth!
Create and promote opportunities for civic engagement

Improve conditions that hinder education attainment

Support economic growth with a focus on the most economically challenged neighborhoods

Enhance the quality of intervention with individuals and families at the first sign of risk

Promote a restorative justice community

Louisville youth have the strength of character to achieve their goals.
GOALS, OBJECTIVES, & ACTIVITIES

COMMUNITY BUILDING

GOAL 1: Create and promote opportunities for civic engagement (P)

OBJECTIVE 1: Increase the number of out of school time programs that utilize the standards and models developed by the Out-Of-School Time (OST) Coordinating Council

PERFORMANCE MEASURES
- % increase of participation
- % increase of community centers usage
- % of funding allocated to marketing and recruitment

CURRENT ACTIVITIES
- Quality OST Minimum Standards: develop standards that capture the practices that have been demonstrated through research to lead to quality programs.
- OST Coordinating Council: community partnership convened to create a coordinated system for the enhancement of out-of-school time youth services in Louisville.
- Office of Youth Development: works with community partners to develop a coordinated community-wide OST system for youth and youth programming.

NEW ACTIVITIES
- Quality OST Minimum Standards Training: youth workers will be trained on how to implement the standards in their curriculums and practices.

OBJECTIVE 2: Increase youth engagement in Louisville Metro Community Center programs and activities.

CURRENT ACTIVITIES
- Kids Café: free meals in the community centers for children 18 years of age and under in partnership with Dare to Care Food Bank.
- OST Programming: summer and spring break programming offered at free and low cost.
- Extended Summer Hours: Community Centers in target areas have extended hours and restructured programming to include older youth.

NEW ACTIVITIES
- Center Take Overs: provides youth 17 years of age and younger a space to play basketball, hang out with their friends, listen to music, and dance in a safe and secure environment.
- Brain Chase-Summer Learning Challenge: youth have the opportunity to enroll in online summer learning software that focuses on summer learning loss and melt.
- Get Connected 96714: text message platform that allows residents to locate youth programs and activities near them.
## OBJECTIVE 3: Increase the number of youth participating in leadership opportunities from targeted LMPD divisions

**PERFORMANCE MEASURES**
- # of youth leadership opportunities
- # of youth participating in leadership opportunities

### CURRENT ACTIVITIES
- **Healing Future Fellowship:** brings together youth from all areas of Louisville to work together to explore differing views of race, class, culture, gender and equity as lenses from understanding and identifying solutions to prevention of injury and violence as a public health issue.
- **Chief’s Youth Advisory Board:** brings youth from all areas of Louisville to address issues that directly affect Louisville youth and to build positive relationships between the police and youth.

### NEW ACTIVITIES
- **One Love Louisville Youth Implementation Team:** will bring together youth from throughout Louisville to assist with the implementation of city-wide youth violence prevention strategies.

## OBJECTIVE 4: Increase the number positive outcomes for young Black men and boys

**PERFORMANCE MEASURES**
- # of activities offered
- # of programs and initiatives focused on Black men and boys

### CURRENT ACTIVITIES
- **Louisville Cities United Collaborative:** partnership between Mayor’s Office, African American Faith Community, the Louisville Urban League, and community members which stemmed from National Cities United led by mayors and other city leaders to eliminate violence related to eliminate violence-related deaths of African-American males.
- **Dirt Bowl:** annual, six week, summer basketball tournament in the Shawnee neighborhood that brings families together over a friendly basketball tournament.
- **Street Academy:** OST program for African-American boys in 4th-6th grade that focuses on academic, social and cultural well-being.
- **My Brother’s Keeper Community Challenge:** national challenge issued by President Obama that was accepted by Mayor Fischer in September 2014.
- **Zones of Hope Initiative:** place based strategy focused on five neighborhoods that aims to restore a sense of place and connection for some of Louisville have most “disconnected” neighborhoods, families, and young Black men and boys.
- **Coding at the Beech:** offers computer programming training to high school aged boys in one of Louisville’s most “disconnected” neighborhoods.
- **Jefferson County Public Schools Boys of Color Resolution:** pledge to insure that efforts better serve boys of color through pre-K to graduation.
## GOALS, OBJECTIVES, & ACTIVITIES

### EDUCATION

#### GOAL 2: Improve conditions that hinder education attainment (P)

### OBJECTIVE 1: Increase Jefferson County Public School’s (JCPS) Four-Year Adjusted Cohort Graduation Rate

**PERFORMANCE MEASURES**
- % increase of graduation rate
- # of students from target locations graduating

**CURRENT ACTIVITIES**
- Louisville Education and Employment Partnership (LEEP): career planners provide college and career readiness training for transition to post-secondary education, employment or military to high school aged youth.
- Metro Parks Community Centers designated as JCPS Learning Places: provides Success Maker/Study Island, online educational software to all school aged youth.
- Early Childhood Education Awareness: partnership with JCPS that provides childcare centers and parents with tools needed to begin school.

**NEW ACTIVITIES**
- Big Mama and Big Papa Network: mentorship program to link new/current parents and guardians with “seasoned” parents and guardians.
- Parenting Experience Forums: series of community based meetings with varying topics where parents/guardians receive a parental engagement toolkit of tips, resources and school district calendar.

### OBJECTIVE 2: Increase the number of college degrees attained by 2020

**PERFORMANCE MEASURES**
- % increase of college degrees
- # of college readiness opportunities offered

**CURRENT ACTIVITIES**
- Degrees at Work: increase the number of working adults who complete college degrees.
- Metropolitan College: partnership between University of Louisville, Jefferson Community and Technical College and Universal Postal Service that offers free tuition for night shift employment.
- College Scholarships: Louisville Metro Government provides scholarships for community members pursing 2 and 4 year degrees.

**NEW ACTIVITIES**
- 55,000/15,000 Degrees Initiative: commitment to increase the number of college degrees attained by Louisville residents which has a percentage focused on Black and Latino/Latina populations.
- College and Career Corners: create college going cultures in all 12 Metro Community Centers.

JCPS Strategic Plan Vision 2015 can be found at: http://issuu.com/jcps-ky/docs/vision2015_8.3.12_1?e=3222915/2022051
### GOAL 3: Support economic growth with a focus on the most economically challenged neighborhoods (R & P)

**OBJECTIVE 1:** Increase the youth employment rate in Louisville

**PERFORMANCE MEASURES**
- % increase of youth employment rate
- # of youth employed

**CURRENT ACTIVITIES**
- Mayor’s Summer Works Program: works with local businesses to provide summer jobs and skill learning opportunities for youth 16 to 21 years of age.
- Kentucky Youth Career Center: offers youth 16 to 21 years of age 1:1 case management, career planning, financial assistance, and resume building activities.

**NEW ACTIVITIES**
- Entrepreneur Forum: 3 part series to encourage entrepreneurship in economically challenged communities.
- KentuckianaWorks Manufacturing Center: connects young adults to manufacturing trainings and employment opportunities.

**OBJECTIVE 2:** Increase strategies to connect job seekers to entry level opportunities and entry level opportunities to job seekers

**PERFORMANCE MEASURES**
- # of strategies implemented
- % increase of employment rate
- # of entry level trainings

**CURRENT ACTIVITIES**
- We Hire Together: identifies a network of on-the-ground West Louisville community connectors to inform West Louisville residents about hiring opportunities and connect them to existing workforce development and other employment resources.
- Mayor’s Youth Opportunity Showcase: annual job fair for youth and young adults’ ages 16 to 21 years of age.

**NEW ACTIVITIES**
- Code Louisville: after school program for youth 18 years of age and under who reside in Louisville’s Russell neighborhood. Youth learn computer programming and are paired with mentors who are technology professionals.
- College to Career Internship Program: connects local rising junior and senior college students with area companies that offer paid internships.
- Civil Service Institute: provide skills and knowledge applicable to civil service professions, i.e. police officer, fire fighter, emergency medical technician, paramedics and corrections officers.
- Environmental and Property Rehabilitation Job Promotion: promote entry level jobs that have potential advancement into skilled trades and self-employment.
GOALS, OBJECTIVES, & ACTIVITIES

HEALTH & SOCIAL WELLNESS

GOAL 4: Enhance the quality of intervention with individuals and families at the first sign of risk (I & P)

OBJECTIVE 1: Decrease the number of youth using illegal substances throughout Louisville Metro

PERFORMANCE MEASURES
- % decrease of youth reporting drug use
- % decrease of youth hospitalized for drug-related incidents
- % decrease of youth drug overdoses
- % decrease of youth drug/narcotic violations

CURRENT ACTIVITIES
- PAL Coalition: youth-led group that works to reduce underage drinking and highlight the risks of using drugs and tobacco.
- Metro Substance Abuse Work Group: diverse group of professionals and substance abuse advocates who work to implement city-wide, comprehensive, substance abuse prevention strategies.

NEW ACTIVITIES
- Harm Reduction Toolkit: organizes harm reduction strategies, treatment and recovery supports and referral practices to be disseminated to community at large.

OBJECTIVE 2: Increase the number of youth service providers trained in Suicide Prevention

PERFORMANCE MEASURES
- # of youth service providers trained in QPR
- # of youth service providers who report utilizing QPR learned skills
- % decrease of youth suicide
- % increase of youth seeking assistance

CURRENT ACTIVITIES
- Metro Suicide Prevention Work Group: diverse group of professionals and suicide prevention advocates who work to create a city-wide suicide prevention policy.
- Jefferson County Public Schools Yearly Suicide Prevention: all school district employees and students.

NEW ACTIVITIES
- Question Persuade Refer (QPR)-Suicide Prevention Training: provides training offered free to the public several times throughout the month that provides the signs and risk factors for suicide as well as tips on what to do if encountered.
- Suicide Prevention Awareness Campaign: will align local efforts with the National Suicide Prevention week to increase awareness of prevention resources and reduce mental health stigma.
OBJECTIVE 3: Increase the number of youth connected to an adult through 1:1 mentoring

CURRENT ACTIVITIES
- Kentucky Youth Career Center’s Right Turn Program: pairs volunteer adult mentors with court-involved youth, ages 16 to 19, to help guide them in setting and meeting personal and career goals.

NEW ACTIVITIES
- Be the One Mentor Fair: allows residents to learn about the mentoring opportunities throughout the city, pairs prospective mentors with mentor programs.
- Metro Mentor Policy: allows employees two hours of paid time a week to work with disconnected youth and help them develop the skills, confidence and personal vision to make the right choices in their lives.
- Be the One Mentor Challenge: encourage all citizens to “Be The One” to make a difference in a young person’s life by signing up to be a mentor with one of the mentoring agencies.
- Mentoring Matters Community Discussion: creates space for individuals to discuss how mentoring has or could have made a difference in their lives; brings together representatives from several mentoring agencies, current and prospective mentors and mentees.

OBJECTIVE 4: Increase the number of prevention and intervention activities for youth exposed to violence

CURRENT ACTIVITIES
- Children Exposed to Violence Collective Impact Initiative: focuses on creating a comprehensive, community-wide response to children’s exposure to violence.
- Louisville Coalition for Youth: addresses adverse childhood experiences (ACEs) focused on implementing a trauma resiliency model for the Jefferson County Public School system.
- Coalition Supporting Young Adults: works and listens to young adults in crisis who are disconnected from opportunities needed to succeed.
- Kentucky Crisis Response Team: provides communities emotional and social support following exposure to violent events that has an impact on the broader community.

NEW ACTIVITIES
- Faith based violence reduction system: will connect houses of faith, create a comprehensive database of entities within the faith community
- PIVOT: provides immediate resources to non-fatal individuals who enter the hospital due to a shooting, aggravated assault.
- Louisville Metro Police Department, Jefferson County Public Schools and Mayor’s Office Partnership: creates a communication process between three agencies in order to reduce the adverse effects of school going youth who recently experienced or were exposed to violence (within the last week, approximately).
GOALS, OBJECTIVES, & ACTIVITIES

JUVENILE & CRIMINAL JUSTICE

GOAL 5: Restore youth who have gone down the wrong path (R & I)

OBJECTIVE 1: Decrease the number of young people charged with a crime

OBJECTIVE 2: Increase opportunities to implement evidence based practices to improve identified outcomes for returning citizens

PERFORMANCE MEASURES

- % decrease of youth arrests
- % decrease housed at Youth Detention Center
- # of youth active with restorative justice policies and activities

CURRENT ACTIVITIES

- Juvenile Detention Alternative Initiative: supports the Annie E. Casey Foundation’s vision that all youth involved in the juvenile justice system have the opportunity to develop into healthy and productive adults.
- Evening Reporting Center (ERC): offers an opportunity for pre-adjudicated males and their families to engage in comprehensive, wrap around programming in an effort to reduce and/or eliminate the likelihood of re-offending.
- Restorative Justice Louisville: provides an alternative to the criminal justice system and punishment system within the schools through working with policymakers, victims and perpetrators.

NEW ACTIVITIES

- Youth Chats with Louisville Metro Police Department: series of public open-dialogue discussions, designed so that youth and young adults 25 and under can hear from and talk with local law enforcement officials to establish better relationships and mutual understanding.
- Human Relations Commission Community Forums: works to bring information on the workings and processes of the justice system.
- Restorative Justice Circles in Jefferson County Public Schools’ Alternative Schools: students learn to identify how their behaviors affect others and their community.

PERFORMANCE MEASURES

- % decrease of recidivism
- # of returning citizens utilizing services
- # of returning citizens who receive employment

CURRENT ACTIVITIES

- Louisville Metro Re-Entry Task Force: coordinates services provided to residents returning from incarceration.
- Fatherhood Programming at Metro Corrections: helps individuals experiencing or at risk of family dissonance resulting from the individual’s physical and/or emotional separation.

NEW ACTIVITIES

- “One Stop” Re-Entry Service Centers: will provide resources and services to individuals returning from incarceration in order to increase re-integration into the community and decrease recidivism.
In order to create long lasting results, our community and efforts must pay special attention to organizational, local, and state level policy that supports our work of creating better outcomes for all of our youth and young adults. To support efforts, The OSHN has strategically placed itself to help influence and utilize policies and funding streams such as the following:

**JCPS STUDENT CODE OF CONDUCT REVISIONS**

JCPS’s Student Code of Conduct had revisions approved by the school board during the summer of 2014 to create a more restorative and less punitive behavior modification system. The revisions also provided a more consistent measure for how all teachers, administrators and schools throughout JCPS handled punishing students for misbehavior. All assistant principals and student resource officers have been trained on how to utilize and implement the new Code of Conduct. One of the specific additions following the revisions is the restorative justice circles in schools.

**MINIMUM WAGE INCREASE**

The minimum wage increase (Ordinance No. 046, Series 2014) was passed by Louisville Metro Council in December 2014; it will rise from $7.25/hr. to $9.00/hr. over a course of 3 years.

**METRO MENTORS**

Metro Mentors is a new policy instituted by Mayor Fischer that allows Louisville Metro Government employees the opportunity of 2 hours of paid time a week to mentor a youth in the community. The intent is to increase the number of youth who are connected to a caring adult by starting with metro employees. This policy is included in the Louisville Metro Government Personnel Policies, in section 1.21 (1).

**WORKFORCE INNOVATION & OPPORTUNITY ACT**

The Workforce Innovation and Opportunity Act was signed into law by President Obama in July 2014 and has allowed the Louisville Mayor’s Summer Works program to increase funding and the age of individuals served.

**BODY CAMERAS**

Louisville Metro Police Department will pilot body cameras in the 5th Division and then to all sworn officers following the successful pilot.

**BAN THE BOX**

Ban the Box (Ordinance No. 216, Series 2014) was passed by Louisville Metro Council in March 2014 which banned the box that asks employment applicants to check if they have any felony convictions. This ordinance prohibits city agencies from inquiring into an applicant’s conviction history until after the applicant has been found “otherwise qualified”. The ordinance also states that the City prefers to do business with vendors who have adopted policies that are consistent with the City, and that consideration of vendors’ criminal history will be a part of the performance criteria used when the City is awarding contracts.

**BLACK MALE INNOVATION FUND**

Metro United Way is committed to a goal of uncovering promising practices in our community that change the odds for African American boys and young men, and established a Black Male Innovation Fund to that end. The fund will invest in Early Education and Out-of-School time programs that deliver results for African American males.
Where there is no direct ability to implement or influence policy, policy is used to guide and inform the work, such as the case with Kentucky’s Senate Bill 2015, Kentucky’s House Bill 70 and Kentucky’s Senate Bill 97. Senate Bill 200 seeks to reduce the number of youth who are sent to out-of-home detention for misdemeanors and low-level offenders. House Bill 70 seeks to allow an individual convicted of certain felons the right to vote after the expiration of probation, parole or their maximum sentence. Senate Bill 97 increases the age of legal school dropout from 16 years of age to 18 years of age.

FUNDING

Funding allocation, such as policy influencing and awareness, plays a large role in our efforts to enhance and increase positive outcomes for all children. We have been able to reallocate general funds as a direct result of our work in the following areas:

- $800,000 to community centers
- $100,000 to restorative justice practices
- $1.5 million to community center upgrades
The One Love Louisville-Youth Edition goals and supporting objectives will be governed following the structure illustrated in Figure #1 (pg 27). Under the leadership of Mayor Greg Fischer and Chief of Community Building, the OSHN and the One Love Louisville Youth Implementation Team (YIT) will lead this effort by leveraging its convening power, dedicated staff and resources. The OSHN is currently staffed, full-time with a Director and Program Coordinator and has two unpaid internship opportunities. The OSHN’s Director works to: bridge the work of violence prevention and response across 37 Metro departments and affiliated agencies; convenes the Advisory Committee; oversees the development of baselines; identifies gaps (and redundancies) in services; identifies best practices; cultivates key partnerships; identifies community and youth leaders; and oversees the communication strategy to accompany its release. The responsibilities of the Program Coordinator consists of researching strategies and programs; conducting staff and community trainings; tracking reports; overseeing communications (on-line and written); facilitating community and governance structure meetings; developing and maintaining a data collection system to monitor, evaluate and report goal and objective progress. The two floating interns assist with policy research, communications and other administration tasks. OSHN also works with the other following groups, teams and systems to implement all goals and objectives as illustrated in Figure #1 (pg 27):

**ADVISORY COUNCIL** provides oversight and policy guidance; they are accountable for helping to move the work forward. Mayor Fischer leads the committee, which consists of key leaders of public agencies, community and faith-based organizations, business leaders and community members. The committee meets quarterly to assess the implementation progress, receive updated assessments, review committee reports and provide strategic direction to the Implementation Team.

**STRATEGIC MONITORING AND DIAGNOSIS** provides measurement and evaluation support and oversight to ensure that performance measurements and key performance indicators are developed and are continuously tracked. This committee meets quarterly to assess measurement progress.

**IMPLEMENTATION TEAM** provides monthly critique and feedback on goals, objectives and initiative progress related to the One Love Louisville action plan. This committee consists of 13 dedicated community members who are able to hold initiative leads accountable for their progress. There meetings are open to the public on every third Friday of the month from 9:00-10:30am.

**HEALTHY LOUISVILLE DASHBOARD** this online tool provides the space for all residents to monitor the goal progress at their own leisure. The dashboard can be located at www.healthylouisvillemetro.org.

**COMMUNITY EVALUATIONS AND FEEDBACK** all residents have the opportunity to provide feedback and evaluation on the work of the OSHN on their website homepage located at www.louisvilleky.gov/safeneighborhoods. This is an important way for all ideas, critiques and praises to be sent to the Safe and Healthy Neighborhoods team.

**YOUTH IMPLEMENTATION TEAM** serves as youth advisors to the OSHN Team and its partners; members meet monthly to provide feedback, suggestions and critiques of goal progress related to One Love Louisville-Youth Edition. This committee consists of 31 youth and young adults between the ages of 13 and 23 years of age from various parts of the city.
IMPLEMENTATION TEAM
HEALTHY LOUISVILLE DASHBOARD
COMMUNITY EVALUATIONS AND FEEDBACK
YOUTH IMPLEMENTATION TEAM

OVERSIGHT & LEADERSHIP
MEASUREMENT & EVALUATION
STRATEGIC MONITORING & DIAGNOSIS

REPORTING & FEEDBACK

ADVISORY COUNCIL
SAFE & HEALTHY NEIGHBORHOODS TEAM

FIGURE #1: OSHN GOVERNANCE STRUCTURE
<table>
<thead>
<tr>
<th>Community Plan</th>
<th>Youth Edition</th>
<th>Milestones</th>
<th>MBK Milestones</th>
</tr>
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</table>
| **Community Building** | Create and promote opportunities for civic engagement | Milestone 1: All children enter school cognitively, physically, socially and emotionally prepared | Goal 1: See high levels of civic participation reflected evenly throughout Louisville Metro  
Goal 2: Map the leadership landscape in Louisville Metro in order to identify community connectors, pinpoint gaps in services and create better marketing of existing leadership development opportunities  
Goal 3: Increase community engagement and awareness of violence prevention efforts throughout Louisville Metro  
Goal 4: Create a faith-based violence reduction system in Louisville Metro  
Goal 5: Assess current community programs to identify effective strategies and gaps in services to increase effective programs |
| **Education** | Improve conditions that hinder education attainment | Milestone 2: All children read at grade level by third grade  
Milestone 3: All young people graduate from high school  
Milestone 4: All young people complete post-secondary education or training | Goal 6: Provide resources and tools for parents and guardians to help their children succeed academically, socially and emotionally |
| **Employment & Economic Development** | Support economic growth with a focus on the most economically challenged neighborhoods | Milestone 5: All youth out of school are employed | Goal 7: Build an infrastructure to promote business connections  
Goal 8: Develop strategies to connect job seekers to entry level opportunities and entry level opportunities to job seekers |
| **Health & Social Wellness** | Enhance the quality of intervention with individuals and families at the first sign of risk | (Milestone 1) | Goal 10: Decrease the number of overdoses throughout Louisville Metro by 10% by December 2016  
Goal 9: Adopt, support and promote a Louisville Metro wide strategy for suicide prevention  
Goal 11: Decrease the number of youth using illegal substances throughout Louisville Metro by 2% by December 2016 |
| **Juvenile & Criminal Justice** | Restore youth who have gone down the wrong path | Milestone 6: All young people are safe from violent crime | Goal 12: Assist in creating a climate in which residents, LMPD and LMPD officers have a more favorable relationship that includes increased trust and positive perceptions of one another through the promotion of legitimate, transparent and just exercising of LMPD officers’ (discretionary) power during citizen-officer encounters  
Goal 13: Identify opportunities for three partnerships to implement evidence based practices to improve identified outcomes for at risk youth and returning citizens by December 2016 |
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<tr>
<th>YEAR</th>
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<th>ITEM</th>
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| 2014 | OCTOBER     | • Selected into the National Forum on Youth Violence Prevention  
• Began Zones of Hope Monthly Conversations                                                                                                                                                                                                                                   |
|      | NOVEMBER    | • Hosted the 4th Annual Rumble Young Man Rumble Gathering                                                                                                                                                                                                                      |
|      | DECEMBER    | • Selected into the American Institutes of Research’s Youth Violence Prevention Training and Technical Assistance                                                                                                                                                             |
| 2015 | JANUARY     | • One Love Louisville Community Plan released  
• Created the One Love Louisville Implementation Team  
• Implemented the Be the 1 Mentor Challenge  
• Hosted Right Turn Annual Meeting w/Institute for Educational Leadership  
• Mayor Fischer launched the Cradle to Career Initiative  
• Healing Possible Quorum issues recommended solutions to racial inequality in Louisville                                                                                                                                 |
|      | FEBRUARY    | • Attended My Brother’s Keeper convening in Washington, DC  
• Mayor’s Opportunity Youth Showcase                                                                                                                                                                                                                                         |
|      | MARCH       | • Participated in Youth Violence Prevention Week  
• Began 1LoveLou Monthly Newsletter  
• Hosted Community Center Takeovers for youth 12-17yrs of age  
• Hosted site visit on National Forum on Youth Violence Prevention                                                                                                                                                                                                   |
|      | APRIL       | • Created One Love Louisville Youth Implementation Team  
• Coding at the Beech Graduation  
• Jefferson County Public Schools (JCPS) Boys of Color Celebration  
• JCPS Released New Kindergarten Readiness Website  
• Attended Communities Collaborating to Reconnect Youth’s Annual Meeting in Washington, D.C.  
• Attended American Institutes of Research’s Youth Violence Prevention Training and Technical Assistance Meeting in Houston, TX                                                                                                                                 |
|      | MAY         | • Attended National Forum on Youth Violence Prevention Summit in Washington, D.C.                                                                                                                                                                                            |
|      | JUNE        | • Mayor’s 2015 SummerWorks Kick-Off  
• Partnered with Louisville Free Public Library to hosts 15 community events aimed at spreading awareness, engagement and support of Youth Violence Prevention activities                                                                                                                                 |
|      | JULY        | • Released My Brother’s Keeper Louisville Action Plan  
• Attended 21st Century Policing Forum at the White House  
• Formed Beech Technology’s |
# Youth Plan Timeline Cont.

<table>
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<tr>
<th>YEAR</th>
<th>MONTH</th>
<th>ITEM</th>
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| 2015 | AUGUST | • Reissued Kindergarten Readiness Challenge  
• Kindergarten Kickoff Celebration  
• Hosted American Institutes of Research site visit  
• Introduced One Love Louisville Youth Implementation Team Members to Louisville community |
| | SEPTEMBER | • Safe and Healthy Neighborhoods began serving as an employer site for the Kentucky Youth Career Center's Internship Academy  
• Hosted My Brother's Keeper Roundtable in partnership with the Department of Education  
• Hosted Day of Hope to celebrated 1 year anniversary of Zones of Hope Initiative in partnership with Casey Family Programs  
• Hosted site visit with Long Beach, CA's National Forum on Youth Violence Prevention team  
• Attended National League of Cities’ Municipal Leadership for Juvenile Justice Reform Leadership Academy  
• University of Louisville's School of Public Health and Information Sciences received Center for Disease Control funded grant to create a youth violence prevention center |
| | OCTOBER | • Hosted One Love Louisville Data Summit  
• Released the One Love Louisville Youth Edition Action Plan  
• Coalition Serving Young Adults and Office for Safe and Healthy Neighborhoods Host Local Reengagement Convening |
| | NOVEMBER | MONTHLY ACTIVITIES:  
• One Love Louisville Progress Reports and Implementation Meetings  
• One Love Louisville Youth Implementation Team Meetings  
• Youth Dinner with Mayor Fischer  
• LMPD Youth Chats  
• Zones of Hope Neighborhood Meetings |
| | DECEMBER | • Policy Review |
| 2016 | JANUARY | • One Love Louisville Annual Progress Report |
| | FEBRUARY | • Mayor's Opportunity Youth Showcase  
• Coalition Serving Young Adults and Office for Safe and Healthy Neighborhoods Host Local Reengagement Convening |
<p>| | MARCH |  |
| | APRIL |  |
| | MAY |  |
| | JUNE | • Mayor's 2016 SummerWorks Kick-Off |</p>
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<thead>
<tr>
<th>YEAR</th>
<th>MONTH</th>
<th>ITEM</th>
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<tbody>
<tr>
<td>2016</td>
<td>JULY</td>
<td>• Zones of Hope 2 Year Anniversary Celebration</td>
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<td>AUGUST</td>
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<tr>
<td></td>
<td>SEPTEMBER</td>
<td>• One Love Louisville Annual Progress Report</td>
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<td>OCTOBER</td>
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<td>NOVEMBER</td>
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<td>DECEMBER</td>
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<tr>
<td>2017</td>
<td>JANUARY</td>
<td>• One Love Louisville Annual Progress Report</td>
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APPENDIX
Contents

APPENDIX A: Office for Safe and Healthy Neighborhoods Historical Timeline

APPENDIX B: Advisory Council & Partner Lists

APPENDIX C: Snapshot of Louisville Youth References
May 17: Triple Homicide

May 18: Mayor Fischer calls community meeting

October 25: OSHN releases Phase I Blueprint for Safe and Healthy Neighborhoods: Moving Louisville to Action which developed governance structure and 11 individual workgroups

March 4: Mayor Fischer appoints 1st director for the OSHN; Louisville joins Cities United

February: One Love Louisville Implementation Team started meeting monthly

June 7: Mayor Fischer forms the Violence Prevention Workgroup with 37 citizens (Co-chaired by Dr. B. Hudson & Dr. L. Nesbitt

March: Mayor Fischer convenes a diverse group of citizens to discuss community issues

April 28: The National League of Cities Institute selected Louisville to receive Black Male Achievement assistance

May: One Love Louisville-Youth Edition was released

November 1-April 30: Workgroups worked to develop and begin implementing goals and initiatives

September 19-21: Weekend of Hope which launched the Zones of Hope Initiative in four neighborhoods: California, Newburg, Parkland and Russell (Shawnee added later)

September 25/26: Mayor Fischer accepts President’s My Brother’s Keeper Community Challenge

September 27: Louisville selected to join the National Forum on Youth violence prevention by the U.S. Department of Justice

December: OSHN is created to coordinate the efforts of the Violence Prevention Work Group

March 22: Youth incident downtown and on big four bridge

March 25: Mayor Fischer calls community meeting

March 27: Youth conversation to discuss solutions and needs following the incident

APPENDIX A: HISTORICAL TIMELINE

FIGURE #2: HISTORICAL TIMELINE
Office of Safe and Healthy Neighborhoods 2012-2014
HIGHLIGHTS

COMMUNITY BUILDING

Received a $226,400 grant from the James Graham Brown Foundation for the “Zones of Hope” initiative which supports the Black Male Achievement initiative in Parkland, California, Russell, Shawnee and Newburg.

Received $40,000 from anonymous local foundation to provide conflict resolution training to community center staff, youth and families.

Increased youth development funding by $800,000 to support youth development which increased staff and program capacity.

Mayor’s Faith Forum: used to engage the faith community in crisis response work.

Metro Mentors: new policy that allows every Metro employee two hours a week to mentor.

Ten community work groups were convened to develop SMART goals and initiatives to combat violence.

Received $20,000 from Homeland Security to build capacity of Neighborhood Watches.

EDUCATION

JCPS created the Equity Scorecard and the Boys of Color Resolution.

Participated in the revisions made to the JCPS Code of Conduct.

College and Career Corners are under development at all Metro Community Centers.

Created an intervention for children exposed to violence by convening partnership between LMPD, JCPS and Metro.

LMPD secured community Oriented Policing Services funding to deploy five additional School Resource Officer in JCPS & working with LMPD to ensure equity.

Louisville Metro Free Public Library issued the 1,000 books before kindergarten challenge.

EMPLOYMENT & ECONOMIC

KentuckianaWorks SummerWorks expanded outreach efforts to targeted youth and employed a total of 2,180 youth.

Received $2.25 million for the Right Turn program to connect 500 youth (ages 16-19 years) to educational and employment opportunities and to an adult mentor.

LMPD secured Community Oriented Policing Services funding to deploy five additional School Resource Officer in JCPS & working with LMPD to ensure equity.

Metro Parks employed a total of 82 youth during summer of 2014.

HEALTH & WELLNESS

Kentucky Crisis Response Team has been deployed to connect community members impacted by homicide to resources that will assist in minimizing the impact of a traumatic event.

Developed partnership between University Hospital, Health Department and Mayor’s Office to implement a hospital-based intervention program for shooting and stabbing victims.

Released the Healthy Louisville 2020 report which reinforces violence as a public health issue.

Provided Psychological First Aid training to 60 community members.

JUVENILE & CRIMINAL JUSTICE

Expanded support for Restorative Justice Louisville by $100,000.

Received Right Turn grant for adult mentorship, juvenile record expungement and resources for youth involved in the criminal system.

Convenes monthly meetings with incarcerated males ages 18 – 26 to discuss community problems and potential solutions.

Staff was reassigned to oversee a pilot program for citizens returning from custody.

LMPD created Real Time Crime Center.

LMPD enhanced camera system, adding additional cameras.

Received a $300,000 Project Safe Neighborhood Grant for two years to address violent crime in the Parkland neighborhood.

Youth Detention Services started an evening reporting center to provide more intensive supervision for at risk youth.

Council passed resolution to support HB 70 (restoration of voters’ rights for exfelons) signed by Mayor Fischer.

Partnership with Human Relations Commission and HR to work with Council on Ban the Box.
APPENDIX B: ADVISORY COUNCIL & PARTNERS

ADVISORY COUNCIL

Lou Ann Atlas    Fifth Third Bank
Ruth Brinkley    KentuckyOne Health
J. Michael Brown Kentucky Justice Cabinet
Chuck Denny      PNC Bank
Maggie Elder     Metro United Way
Angie Evans      Community Foundation of Louisville
Greg Fischer     Louisville Metro Government
Kevin Flanery    Churchill Downs
Darryl Griffith  Darryl Griffith Foundation
Donna Hargens    Jefferson Co. Public Schools
Hunt Helm        Bellarmine University
Gil Holland      Entrepreneur
Nat Irvin        University of Louisville
Vincent James    Elim Baptist Church
Jon Meyer        Jones, Nale & Mattingly
Marta Miranda    Center for Women and Families
Tom Noland       Humana
Mike O'Connell   Jefferson County Attorney's Office
Pam Darnall      Family & Children's Place
Mitchell Payne   University of Louisville
Diane Porter     Jefferson County School Board
Paul Perconti    West End School
Sadiqa Reynolds  Louisville Metro Government
Ben Richmond     Louisville Urban League
Barbara Sexton Smith Fund for the Arts
Howard S. Marshall FBI
Carla Wallace    Showing Up for Racial Justice
Steve Williams   Norton Healthcare
Tom Wine         Commonwealth Attorney
John E. Kuhn Jr.  U.S. Attorney's Office

FUNDING PARTNERS

Casey Family Programs
Humana Foundation
James Graham Brown Foundation
Metro United Way
LOCAL ORGANIZATIONAL PARTNERS

- 2Not1
- Big Brothers Big Sisters
- Center for Women and Families
- Community Foundation of Louisville
- Elim Baptist Church
- Family & Children’s Place
- Fifth Third Bank
- Interdenominational Ministerial Coalition
- Jefferson County Public Schools
- Jefferson County School Board
- Job Corps
- KentuckianaWorks
- Kentucky Cabinet for Health and Family Services’ Department for Community Based Services
- Kentucky Jobs with Justice
- Kentucky Youth Advocates
- Kentucky Youth Career Center
- Legal Aid Society
- Life Institute
- Louisville Free Public Library
- Louisville Metro Corrections
- Louisville Metro Council
- Louisville Metro Department of Public Health and Wellness
- Louisville Metro Police Department
- Louisville Metro Youth Detention Center
- Louisville Urban League
- ManUp
- Metro United Way
- Muhammad Ali Institute
- Office of Public Health Practice & Community Outreach
- Pact in Action
- PAL Coalition
- Peace Education
- PNC Bank
- Seven Counties Services, Inc.
- Shawnee Youth Advocates
- St. George’s Community Center
- U.S. Attorney’s Office for the Western District
- University of Louisville
- University of Louisville School of Public Health and Information Sciences
- West End School
- YMCA Safe Place

NATIONAL PARTNERS & NETWORKS

- National Partners & Networks
- American Institutes for Research
- Campaign for Black Male Achievement
- Cities United
- National Forum on Youth Violence Prevention
- National League of Cities
- Open Society Foundation
- Prevention Institute
1 Louisville Metro Police Department (LMPD) Crime Data Center; data subject to change based on investigative findings and subsequent reclassification of crimes

2 Louisville Metro Police Department (LMPD) Crime Data Center; data subject to change based on investigative findings and subsequent reclassification of crimes

3 Louisville Metro Police Department (LMPD) Crime Data Center; data subject to change based on investigative findings and subsequent reclassification of crimes

4 Louisville Metro Police Department (LMPD) Crime Data Center; data subject to change based on investigative findings and subsequent reclassification of crimes

5 Kentucky Cabinet for Health and Family Services’ Child Abuse and Neglect Annual Report of Fatalities and Near Fatalities (September 2014)

6 Kentucky Community Crisis Response Board’s Children Exposed to Violence Update Report; Only includes events in which police were on the scene and a child was present, victimized, acting out (non-physical assault) or assault by child (February 2015)

7 Jefferson County Public Schools’ Brigance: Fall 2014 Results Readiness by Zip Code (January 26, 2015)


11 Retrieved from: http://kyae.ky.gov/students/ged.htm

12 Retrieved from: http://kyae.ky.gov/students/ged.htm


14 Data Source: IC Common Data Project 10/29/2014


18 Based on openings within Big Brother Big Sisters of Kentuckaiana, Kentucky Youth Career Center and JCPS’ Every 1 Reads