



COUNCIL AGENDA: 2/6/2024

ITEM: 3.4

FILE NO: 24-68307

Memorandum

TO: HONORABLE MAYOR AND
CITY COUNCIL

FROM: Toni J. Taber, CMC
City Clerk

SUBJECT: SEE BELOW

DATE: February 6, 2024

SUBJECT: Violence Prevention Service Models Status Report

Recommendation

As recommended by the Public Safety, Finance and Strategic Support Committee on December 7, 2023, accept the status report on violence prevention service models employed by other local government agencies.

CEQA: Not a Project, File No. PP17-009, Staff Reports, Assessments, Annual Reports, and Informational Memos that involve no approvals of any City action.

[Public Safety, Finance and Strategic Support Committee referral 12/7/2023 – Item (d)2]



Memorandum

TO: PUBLIC SAFETY, FINANCE AND
STRATEGIC SUPPORT COMMITTEE

FROM: Sarah Zarate

**SUBJECT: VIOLENCE PREVENTION SERVICE
MODELS REPORT**

DATE: November 27, 2023

Approved

Date

11/28/2023

RECOMMENDATION

Accept the report on violence prevention service models employed by other local government agencies.

BACKGROUND

On May 10, 2022, the City Council accepted the report of the Reimagining Public Safety Community Advisory Committee (“Committee”), a community-led advisory body that developed recommendations for reforms within the San José Police Department as well as for alternative approaches to public safety.¹ The Committee’s report included 50 recommendations from the Committee itself, as well as an additional 38 recommendations from a Youth Council that advised the Committee. In early 2023, San José City Manager’s Office staff engaged the Racial Equity Action Leadership (REAL) Coalition to discuss the City’s approach to advancing the Committee’s recommendations (the REAL Coalition includes several former members of the Reimagining Committee and has taken a lead role in advocating for implementation of the Committee’s recommendations).

During these discussions, REAL Coalition members expressed a desire for the City to pursue the Committee’s violence prevention efforts, and in particular, establishing an Office of Violence Prevention within the City organization. Staff therefore proposed to conduct research on offices of violence prevention in other jurisdictions to learn about other cities’ approaches, including how cities staff and fund offices of violence prevention, and identifying any trends or

¹ Item 4.2 for the May 20, 2022 City Council Meeting can be found here:
<https://sanjose.legistar.com/LegislationDetail.aspx?ID=5567603&GUID=B26BDF44-8C15-47CC-952A-1327FD850FDA&Options=ID|Text|&Search=reimagining>

opportunities for new approaches to violence prevention. As part of the report to the Public Safety, Finance, and Strategic Support (PSFSS) Committee on police reform efforts at the May 19, 2023 meeting, and subsequently to the City Council on August 22, 2023, staff indicated they would bring this research report forward to the December 2023 PSFSS Committee meeting.

ANALYSIS

Staff prepared a report on the activities of offices of violence prevention in other jurisdictions across the United States. This report is included as Attachment A. The report was developed through two methods: (1) a literature review; and (2) comparative interviews with staff from other local government jurisdictions, which included both City and County governments. The report's purpose is to inform PSFSS Committee members of other jurisdictions' violence prevention strategies; provide information about the organizational structure, staffing, and budget of offices of violence prevention in other jurisdictions; and present findings about best practices and trends in local government violence prevention efforts. The attached report makes five findings, as follows:

Finding 1: The City of San José currently implements a robust set of violence prevention strategies, which include the most common and well-studied violence prevention approaches found in other jurisdictions.

Finding 2: Violence prevention offices in other jurisdictions are typically focused on program implementation and direct service delivery, but there are examples of offices that put a greater focus on policy work and systems change.

Finding 3: Domestic violence prevention programs and gun safety programs are not as common as other violence prevention approaches across the jurisdictions interviewed, but they are emerging areas of interest for violence prevention work.

Finding 4: Offices of violence prevention are located within a wide variety of different locations within their respective organizations.

Finding 5: Most jurisdictions use a combination of in-house and contracted services. Of the 18 jurisdictions interviewed, San José has the highest number of in-house staff.

It's important to note that these findings don't constitute specific recommendations from staff as to how San José's violence prevention programs should be changed or expanded. Rather, they are intended to provide context for the PSFSS Committee, City Council, advocates, and the public when thinking about opportunities for additional violence prevention efforts in San José.

November 27, 2023

SUBJECT: Violence Prevention Service Models Report

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COORDINATION

This memorandum has been coordinated with the City Attorney's Office and the City Manager's Budget Office.

/s/

SARAH ZARATE

Director, Office of Administration, Policy
and Intergovernmental Relations

For questions, please contact Peter Hamilton, Assistant to the City Manager, at peter.hamilton@sanjoseca.gov or (408) 535-7998.

ATTACHMENT

Attachment A: Offices of Violence Prevention Research Report

Attachment A

Offices of Violence Prevention Research Report

City of San José

City Manager's Office of Administration, Policy and
Intergovernmental Relations

November 2023

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1. Introduction

1.1 Background

On May 10, 2022, the City Council accepted the report of the Reimagining Public Safety Community Advisory Committee, a community-led advisory body that developed recommendations for reforms within the San José Police Department as well as for alternative approaches to public safety.² The Committee's report included 50 recommendations from the Committee itself, as well as an additional 38 recommendations from a Youth Council that advised the Committee, for a total of 88 recommendations. In early 2023 staff in the San José City Manager's Office engaged members Racial Equity Action Leadership (REAL) Coalition to discuss the City's approach to advancing recommendations made by the Committee (the REAL Coalition includes several former members of the Reimagining Committee and has taken a lead role in advocating for implementation of the Committee's recommendations.) During these discussion, REAL Coalition members expressed a desire for the City to pursue recommendations from the Committee pertaining to violence prevention, and in particular to establish an office of violence prevention within the City organization.

In furtherance of this interest, staff proposed to conduct research on offices of violence prevention in other jurisdictions, for the purpose of learning about the approaches other cities take to violence prevention, the way that offices of violence prevention are staffed and funded, and identifying any trends or opportunities for new approaches to violence prevention. As part of the report to the PSFSS Committee on police reform efforts at the May 19, 2023 meeting, and subsequently to the City Council on August 22, 2023, staff indicated they would bring this research report forward to the December 2023 PSFSS Committee meeting.

1.2 Violence Prevention

The term "violence prevention" describes a strategy of engaging with community stakeholders to curb, prevent, and stop violence. Although agencies focus on varying categories of violence depending on local needs, some typical categories of violence that prevention programs look to address include youth violence, gun violence, gang/group violence, gender-based violence, sexual violence, and suicide prevention.

Within these categories of violence, government agencies use a mix of prevention and intervention strategies. Programs that focus on prevention seek to implement resources and strategies to reduce the factors associated with violent behavior. This often means that resources and efforts are directed towards those individuals deemed to be at risk of engaging in or being impacted by violence. Intervention-based strategies are directed towards individuals already involved or engaged in violent behavior.

1.3 Report Structure

² Item 4.2 for the May 20, 2022 City Council Meeting can be found here:
<https://sanjose.legistar.com/LegislationDetail.aspx?ID=5567603&GUID=B26BDF44-8C15-47CC-952A-1327FD850FDA&Options=ID|Text|&Search=reimagining>

This report is broken into four sections. First, it outlines San José's current efforts at violence prevention through the Youth Empowerment Alliance and other programs. Although not officially termed an "Office of Violence Prevention," the Youth Empowerment alliance--along with the Youth Intervention Services, Project Hope, and Bringing Everyone's Strength Together (BEST) grant program-- provide comparable services to those offered by other cities' violence prevention offices.

Second, based on interviews conducted with 17 other local jurisdictions, it outlines common violence prevention strategies implemented by other jurisdictions. The report describes these strategies, provides examples of how they are implemented in other cities, and briefly discusses similar programs that San José already implements.

Third, it provides a breakdown of the budget and staffing for other jurisdictions' offices of violence prevention. The budget investment is analyzed by population and by violent crime rate.

Finally, the report concludes with findings based on comparison of the City's current violence prevention efforts with the violence prevention activities of other jurisdictions. These findings are not intended to make specific recommendations for changes to the City's violence prevention efforts, but rather to provide perspective on trends in violence prevention programs and examine how San José's efforts compare to other jurisdictions'.

Finally, the appendix to this report provides a comprehensive description of violence prevention programs operated by the other jurisdictions interviewed as part of this project.

2. Overview of Existing San José Violence Prevention Programs

This section provides an overview of the programs operated by the Parks, Recreation, and Neighborhood Services (PRNS) Department under the Youth Empowerment Alliance.³ There are two main categories of programming: Community-Based Programming, which provides grants to community-based organizations to provide violence prevention services across five service categories; and Youth Intervention and Neighborhood Services, which encompass violence prevention programs operated by City staff. Finally, this section briefly discusses the broader alignment between city services and the goals of the Youth Empowerment Alliance.

2.1 Community-Based Programming

BEST: Bringing Everyone's Strength Together (BEST) is a grant program that funds community-based organizations to provide violence prevention services in five different service areas. Funded organizations serve youth and young adults between the ages of 6 to 24. In Fiscal Year 2021-2022 BEST grant funding totaled \$2,476,118 and funded organizations served 3,036 participants. BEST service areas include:

1. Personal transformation through cognitive change and life skills education.
2. Street outreach services to engage high risk youth and their families in opportunity neighborhoods.
3. Vocational and employment training programs for at risk youth who have been involved in or are at risk of being involved in the justice system.
4. Parent awareness training and family support.
5. Case management services to help those at risk of gang involvement develop and realize their long-term goals.

Safe Summer Initiative Grant: This program funds micro-grants during the summer to support social, recreational and education programs for at risk youth. In Fiscal Year 2021-2022 grant funding totaled \$562,755 and funded organizations served 2,872 participants.

2.2 Youth Intervention and Neighborhood Services

Project HOPE: Project Hope is a neighborhood empowerment program with the goal to develop resident voices and increase civic engagement to address neighborhood issues such as crime, blight and other

³ The Youth Empowerment Alliance (formerly the Mayor's Gang Prevention Task Force) has provided violence prevention programs in San José for over 30 years. This work is organized under two key bodies responsible for leading and implementing violence prevention efforts: the Policy Team, which is composed of elected officials and senior staff from San José and partner agencies, and the Technical Team, which is composed of representatives of community-based organizations and agency staff. The Policy Team sets the strategic direction, provides resources, establishes goals, and monitors progress, while the Technical Team is responsible for implementing the continuum of violence prevention services.

Overview of Existing San José Violence Prevention Programs

community priorities. The Project Hope strategy focuses on four key deliverables: sustainable, organized groups of community leaders; safer and cleaner environments; informed residents who can access City services; and strong community partnerships that can assist in sustaining efforts.

Trauma to Triumph: Trauma to Triumph is a hospital-based intervention program that connects victims of assault or gang-related violence to peer intervention case managers who provide critical support. Trauma to Triumph currently partners with Santa Clara Valley Medical Center and Regional Hospital. The program has served 385 youth and young adults from 2018-2022.

San José Works: This program connects select youth ages of 15-18 residing in disadvantaged neighborhoods to work opportunities. San José Works partners with local municipal and nonprofit organizations and had served 934 youth between 2018-2022.

Safe School Campus Initiative: This program offers crisis response to prevent and de-escalate incidents of violence on and around school campuses. Program staff serve as role models for youth, offer family support, and make referrals for needed resources. The safe school initiative has partnered with 82 middle and high schools to date, serving 323 youth and responding to over 1,277 incidents between 2018-2022.

Female Intervention Team: This program provides gender responsive intervention services to females aged 11-24 who are referred by juvenile court, probation, or school districts. The female intervention team has served 140 youth from 2018-2022.

Clean Slate Tattoo Removal Program: This program helps youth with prior gang involvement remove their gang-related tattoos and provides life skill development programs. This program is in partnership with Santa Clara Valley Medical Center and has served 241 clients from 2018-2022.

Late Night Gym: This program provides safe recreation activities for youth at four gym locations and distributes information on mental health services, life skills classes, job trainings, tattoo removal, record clearance, and substance use counseling. Late Night Gym has served 10,088 youth from 2018-2022.

Digital Arts Program: This program provides opportunities for youth and young adults ages 13-24 to explore artistic expression and skill development through multimedia programs. The Digital Arts program has served 520 youth from 2018-2022.

2.3 Other City Services

Many City services provided outside of the Youth Empowerment Alliance framework also contribute to violence prevention. Other PRNS Department programs, such as Viva Parks (which activates parks with free events) and the Beautify San José program (which aims to keep neighborhoods clean and free of blight) contribute to community-building, placemaking, and neighborhood pride that can help reduce crime and violence. Similarly, a broad range of recreational and educational programs provided to the community through the PRNS and Library Departments engage youth in positive activities and build community. The Police Department's Crime Prevention Program also serves to build connections between neighbors and increase the community's ability to organize around crime and violence prevention. Taken together, these and other efforts aimed at building strong, healthy communities in San José support the overall goal of violence prevention.

3. Common Types of Violence Prevention Programs

This section provides a summary of the types of violence prevention efforts practiced by other organizations.

3.1 Violence Intervention Programs

Overview: This approach involves deploying violence intervention teams to prevent violence and interrupt cycles of violence. These teams, often composed of individuals with lived experience that allows them to relate to those at risk of violence, are designed to directly engage with the community, resolve disputes before violence occurs, intervene in conflicts, and to build relationships that members of the community can use as a resource. These teams often work as intermediaries or peace brokers, and can respond directly to the site of violent incidents in addition to a police response.

Violence intervention programs can take several different forms, including the following:

- **Street-Level Violence Intervention:** Under this model, violence intervention teams work in the community, often focused on specific geographic areas. Activities can include reaching out to individuals who may be at risk of violence, as referred by law enforcement agencies or community partners, and responding to incidents of violence as they occur. Violence intervention workers often focus on building strong relationships with community members and organizations to identify those at risk of violence and foster a collaborative effort to prevent violence.
- **Hospital-Based Violence Intervention:** Since many victims of violence end up at a hospital to address their injuries, many violence intervention programs form partnerships with hospitals to help provide victims wraparound services during and after their time in the hospital.
- **School-Based Violence Intervention:** Many jurisdictions embed violence intervention teams within middle and high schools. These teams work with students at risk of violence, as identified by school administrators or other referrals, attempt to detect and resolve conflicts between students before they result in violence, and respond to on-campus fights to interrupt cycles of violence.
- **Group Violence Intervention:** Group Violence Intervention strategies seek to identify individuals in the community most at risk of committing violence, and then use credible messengers, such as community leaders, to deliver a message to at-risk individuals that violence is not acceptable and will not be tolerated. At-risk individuals are then offered services, such as job training and placement, life coaching, or other supportive services that can help divert them from violent activities. At the same time they are warned that acts of violence can entail serious criminal consequences.

Example from other Jurisdiction: Violence intervention programs are the most common program type among the jurisdictions interviewed as part of this project. Part of the reason for their popularity is the

robust research literature that supports their efficacy. Studies in Chicago⁴, New York⁵, Philadelphia⁶ and Baltimore⁷ all showed notable reductions in serious violence in geographic areas in which these strategies were employed. This type of program can be considered a best practice in violence prevention.

San José Equivalent: San José implements a robust set of violence intervention programs, including the Trauma to Triumph program for hospital-based intervention, the Safe School Campus Initiative for school-based intervention, and street outreach services funded through BEST.

3.2 Case Management Services

Overview: Case management services are often used in conjunction with violence intervention programs discussed above. These services are intended to provide support for at-risk individuals by helping them find employment, aiding their personal development, and connecting them with relevant services.

Example from other Jurisdictions: Like violence intervention programs, case management services are commonly used across the jurisdictions interviewed. As an example, consider the Portland Office of Violence Prevention's Healing Hurt People case management program. This 18-month intensive program is designed for those at the highest risk of gun violence and focuses on addressing needs such as education, employment, addiction, mental health, financial literacy, and life coaching. Similarly, the City of Oakland Department of Violence Prevention offers several case management services for families, adults, and youth, including life coaching, financial services, coordinating services, diversion services, employment services, and support groups.

San José Equivalent: Within the BEST service framework, the City of San José funds case management services similar to those provided in other jurisdictions. Currently, services are designed to provide an individualized approach with the goal of developing long-term goals with youth at risk of gang-involvement. Case Management Services typically include a risk assessment to identify what services might benefit the participant and help them to achieve their identified goals.

3.3 Youth Enrichment and Personal Transformation Programs

Overview: One common feature that most violence prevention programs offer are programs that seek to enrich youth experiences and alter the trajectory for those most at risk of experiencing violence. Such programs are typically focused on teenagers and often take the form of extracurricular activities such as music programs, art programs, sports programs, community service programs, or other types of supervised activities.

Example from other jurisdictions: The Miami-Dade County Office of Neighborhood Safety offers several programs that fall within the category of youth enrichment and personal transformation. One such program is the Youth Mentoring Initiative which is an after-school program involving field trips, athletic camps, and other activities. Another program funded by the Miami-Dade County Office of Neighborhood

⁴ Henry, D. et al. (2014) The Effect of Intensive CeaseFire Intervention on Crime in Four Chicago Police Beats: Quantitative Assessment. [McCormick CeaseFire Quantitative Report 091114.pdf \(cvg.org\)](#)

⁵ Delgado, S. et al. (2017) Denormalizing Violence: The Effects of Cure Violence in the South Bronx and East New York, Brooklyn. [CVinSoBronxEastNY.pdf \(johnjayrec.nyc\)](#)

⁶ Roman, C. et al. (2017) Philadelphia CeaseFire: Findings from the Impact Evaluation. [Key Findings Brief \(cvg.org\)](#)

⁷ Webster, D. (2023) Estimating the Effects of Safe Streets Baltimore on Gun Violence. [Estimating the Effects of Safe Streets Baltimore on Gun Violence \(jhu.edu\)](#)

Safety includes the Turn Around Police Academy, which is an 11-week program administered by local police officers to help youth ages 12-17 identify career goals and address problematic issues that occur in school. Additionally, the City of Austin partners with the YWCA to provide education to youth about resiliency, the consequences of violence, and community empowerment. The City of Austin Office of Violence Prevention also partners with the Mexic-Arte Museum to administer a program known as Screen It! This program involves a series of workshops for students who are interested in learning the basics of print making.

San José Equivalent: The Digital Arts Program and Late Night Gym are examples of youth enrichment programs offered in San José. The Digital Arts program provides opportunities to youth and young adults who are interested in exploring artistic expression through multimedia programs, while the Late-Night Gym program provides a safe space for youth to engage in supervised recreation activities in four different gym locations throughout the City.

3.4 Community Organizing and Community Building Programs

Overview: Offices of violence prevention often pursue programs meant to organize neighborhoods at risk of violence and to build community norms against violence. These programs can take several different forms. One common strategy is to activate public spaces, such as parks, with community activities during times of day when such parks may not be perceived as safe. These activities provide the opportunity for community members to meet each other and build community, and also help to establish the expectation that public spaces should be welcoming and safe places for the community to gather. Another common strategy is to pursue traditional community organizing activities, which build capacity for neighborhoods to identify challenges they would like to resolve and to implement and advocate for solutions to those challenges.

Example from other jurisdiction: Multiple jurisdictions interviewed implemented park activation programs. As examples, consider the “Parks After Dark” program run by Los Angeles County and the “Peace at the Park” program run by the City of San Diego. These programs offer an array of art, music, sporting, and cultural events for attendees. These events typically take place in the late evening hours and run until 9 or 10 PM.

Los Angeles County also pursues community organizing strategies. It partners with six community-based organizations to establish Regional Violence Prevention Coalitions, each of which oversees a geographic area called a “Service Planning Area.” The purpose of these coalitions is to convene and mobilize a diverse, multi-sector group of community stakeholders and residents, including youth and parents, to form a coalition that identifies and addresses issues relating to violence within their specific Service Planning Area. As part of this work, the coalitions conduct a landscape analysis to help identify violence prevention priorities for their communities, develop a violence prevention community prevention action plan that will identify three to five key goals including short term, intermediate and long-term goals with time-defined strategies aimed at achieving measurable outcomes, and building community capacity through training and technical assistance.

San José Equivalent: San José operates Project HOPE, which is a neighborhood organizing program that aims to improve the quality of life in neighborhoods experiencing high rates of violence. This program is centered on organizing and supporting neighborhood associations in these neighborhoods to identify, organize around and advocate for community priorities. San José also operates Viva Parks, which is a

series of free events staged in City parks focused on health and wellness resources, physical activity, and community engagement. The goal of these events is to connect and unite neighbors, visually transform parks with positive programming, increase park usage, and provide community resources to the neighborhood.

3.5 Employment Programs

Overview: Offices of violence prevention often support communities with employment programs to offer those at most risk of experiencing violence economic pathways forward, especially when it comes to the youth demographic.

Example from other Jurisdictions: In 2012, San Francisco launched their [Youth Employment Program](#). In 2012 and 2013 92% of participants stopped engaging in street violence, and 76% of participants exited with long term employment. The City of Long Beach Violence Prevention Initiative also operates a couple of employment-based programs. Within the Long Beach Violence Prevention Initiative Fundamentals of Fatherhood program, a career coach works to prep, and provide fathers with the tools they need to find and secure work. Additionally, within the Initiative's youth development program, the City of Long Beach runs a City Employee Mentoring program. This program connects middle schools students from the highest risk neighborhoods to City employees, who act as career mentors for the students. Another notable program is the Healing Hurt People program offered by the Portland Office of Violence Prevention. This program works with individuals who have been admitted to the hospital after a violent act, and provides wraparound case management services, including preparation for employment opportunities.

San José Equivalent: The Youth Empowerment Alliance currently partners with San José Works and the San José Work2Future programs to help youth develop critical life skills, job counseling, mentoring, and job readiness training. San José Works is a paid work experience program that also helps students out with employment barriers such as transportation and clothing. San Jose Works is a program for youth ages 14 to 18. Youth ages 16 to 29 are placed into a City-wide employment and career services program that helps them to find employment opportunities with private employers. From 2018 to 2022, 934 youth have been served by San José Works. San José Works is currently a 6-person team, composed of a Program Manager, a Business Development and Mentorship Manager, a Senior Program Specialist, and three Youth Job Coaches.

3.6 Gun Violence and Gun Safety Programs

Overview: In jurisdictions with significant rates of gun violence or high levels of gun ownership, many offices of violence prevention offer gun buyback programs, or zero-questions ask gun collection programs. One popular gun violence reduction model is the Ceasefire model of violence prevention, specifically designed to reduce shootings. This model uses a combination of community mobilization, public awareness campaigns, and services to address gun violence, promote firearm safety, or reduce the number of legal/illegal firearms on the street. Many agencies also use policy to address firearm reduction issues or take a legal approach to addressing firearm reduction. Jurisdictions often implement buy back programs or work on strategies to reduce the number of "ghost guns" in the public.

Examples from other Jurisdictions: The City of Philadelphia Office of Violence Prevention engages with several organizations when it comes to advocating for firearm safety. The Los Angeles County Office of

Violence Prevention also advocates at the local, state, and federal levels when it comes to policy on firearm safety. The City of Austin Office of Violence Prevention works in conjunction with the Travis County Family Violence Task Force when it comes to a firearm surrender protocol. Austin also works with a non-profit known as Lock Arms for Life to connect residents with firearm safety and education programs.

San José Equivalent: The Youth Empowerment Alliance program includes activities to disseminate information throughout City and County facilities on gun violence prevention, safety practices, and relevant local ordinances.

The City has also recently implemented a new ordinance designed to reduce gun violence. On January 1st, 2023, the City of San José implemented the Gun Harm Reduction Ordinance, which requires firearm owners to obtain and maintain liability insurance and pay an annual gun harm reduction fee. The ordinance's liability insurance provision is currently in effect, while the gun harm reduction fee has yet to take effect.

3.7 Gender-Based Violence Prevention Programs

Overview: Some jurisdictions have dedicated programs to address gender-based and domestic violence. These jurisdictions provide wraparound services to victims of domestic violence. Some of these services might include operating a domestic violence hotline, case management services, temporary emergency shelters for victims of domestic violence, temporary or long-term housing solutions, healthy relationship education in schools, employment assistance programs, medical services, legal services, and family planning services.

Examples from other Jurisdictions: Santa Clara County created its Office of Gender-Based Violence Prevention in 2019. This office focuses primarily on policy work and emergency response when it comes to gender-based violence occurring in Santa Clara County. This office is composed of 3 staff members and acts as a coordinator between courts, advocates, probation offices, and different agencies involved with gender-based violence issues to further seek policy change. Santa Clara County offers the following programs geared towards addressing gender-based violence:

- Addressing those who do harm: A 16–26-week program for individuals convicted of domestic violence in Santa Clara County.
- Addressing Economic Empowerment as a violence prevention strategy: A life coaching pilot program to those at risk, or who have been confirmed to be survivors of human trafficking. This program is focused on youth ages 14-24 and is administered by Community Solutions.
- Addressing Housing for Survivors as a Violence Prevention Strategy: Offers emergency housing in one of four local domestic violence shelters or through hotel/motel vouchers.
- Addressing Gender-Based Violence in Schools and in the Community: Funds assessments of state and federal protections from gender-based harassment and violence. Offers educational workshops for pregnancy and parent students, training to school professionals, and counseling services for LGBTQIA+ students experiencing domestic violence.
- Addressing Domestic Violence and Child Maltreatment: Brings together a multi-disciplinary team to assess policies, protocols, and recommendations. Reviews child removal cases due to acts of violence, works to improve coordination for child welfare, works with county attorneys, and looks at dependency systems training.

Similarly, the Los Angeles County Office of Violence Prevention also looks to address domestic violence through a Domestic Violence Council that helps to coordinate work at the policy level. Los Angeles County looks to address domestic violence using the following services:

- Family Assistance Program
- Domestic Violence Council that helps coordinate efforts and focuses on policy
- Working with experts to better address human trafficking
- Contracts for domestic violence shelters
- Healthy relationships curriculum for youth

The crisis response team based in Los Angeles County's Violence Prevention Office also responds to incidents of domestic violence that have been referred to them after a Police Officer arrives on scene and will help support victims with wraparound care. Additionally, the Los Angeles County of Violence Prevention partners with its County operated domestic violence hotline to help identify and provide services to survivors. The City of Oakland's Department of Violence Prevention offers wraparound support to victims of domestic violence and commercial sexual exploitation through its funded service providers.

Oakland uses a similar contractor-based strategy when it comes to responding to Domestic Violence hospital-based interventions. Oakland works with two contractors who respond to patients admitted into hospitals after a situation involving domestic violence. These case workers then coordinate several housing services, legal services, education services, and other services to survivors of domestic violence.

San José Equivalent: The San José Police Department partners with the YWCA to house one full-time domestic violence advocate within the Department's Family Violence Unit. The advocate provides follow-up services to domestic violence survivors and their children by initiating telephone contact with all survivors consenting to receive services. The advocate provides counseling, lethality/risk assessment, safety planning, restraining order assistance, and assistance to survivors in accessing services and other referral services as needed. The partnership also includes YWCA staff for a 24-hour hotline for calls from survivors, potential survivors, and/or San José Police Department personnel acting on behalf of a survivor in order to provide immediate intervention services by an advocate.

3.8 Policy Work and Systems Change

Overview: Jurisdictions also have small teams or individuals located in offices of violence prevention tasked with the role of conducting policy work or evaluating systems. To do so, jurisdictions often collaborate with key partners within and outside of the organization, to form councils or coalitions that are crucial to addressing short comings within the systems in place. Many agencies emphasize the importance of analyzing systems using an equity centered, trauma informed lens. Jurisdictions also use their resources to advocate on the local, state, and federal level for policies that may have a positive effect on their jurisdictions. One common area in which offices of violence prevention might advocate for involves the various gun and firearm prevention programs seen throughout the country.

Examples of other Jurisdictions: Some offices of violence prevention, such as Los Angeles County and the City of Philadelphia, advocate for policy change at different levels of government. Many offices of violence prevention institute councils or working groups with key internal and external stakeholders to share information and coordinate policy advocacy. Additionally, some offices hold regular meetings with community leaders to better understand community concerns and advocate for programs. In some

smaller offices in which services are primarily administered through contractors and the local jurisdiction acts as the funding wing, staff may primarily focus on policy initiatives. The Santa Clara County Office of Gender Based Violence is an example of a jurisdiction that is primarily focused on policy initiatives. In larger offices in which jurisdictions have a mix of in-house services and external services, an office of violence prevention might have specific staff dedicated to focusing on topics such as policy, and examining systems change.

San José Equivalent: Currently, the Youth Empowerment Alliance collaborates with what it refers to as it's "technical team" that meets every second Wednesday of the month. This team consists of the Mayor, City Council, the Chief of Police, and other leaders from the juvenile and criminal justice sector, the education sector, the health sector, the employment sector, and the community sector. These meetings help to set the direction of Youth Empowerment Alliance programs. Subcommittees also meet quarterly to focus on specific policy or programmatic concerns.

4. Budget and Staffing for Offices of Violence Prevention

This section provides an overview of the budget and staffing of violence prevention offices interviewed as part of this project.

4.1 Violence Prevention Budget and Staffing in Cities

Jurisdiction	Department Location	Name of Program Interviewed	Population	FTE	Total Budget 2023/24	Budget Per Capita	Total Violent Crime 2019	Violent Crime per 100k 2019	Spending per Violent Crime
City of Chicago	Public Health Department	Office of Violence Prevention	2,697,000	9	\$100,000,000	37.1	25,532	946.7	3,916.7
City of Philadelphia	Office of Policy and Strategic Initiatives for Criminal Justice and Public Safety	Office of Violence Prevention	1,576,000	30	\$27,000,000	17.1	15,098	958	1,788.3
City of San Diego	Office of Boards and Commissions	Commission on Gang Prevention and Intervention	1,382,000	1	\$3,600,000	2.6	5,215	361.7	690.3
City of Austin	Public Health Department	Office of Violence Prevention	974,447	7	\$2,000,000	2.1	3,953	197.65	506
City of San José	PRNS Department	Youth Empowerment Alliance	971,233	52	\$11,477,449	11.8	4,559	469.4	2,517.5
City of San Francisco	The Office of Victims and Witness Rights/Public	Violence Prevention Programs	815,201	38	Pending	Pending	5,933	727.8	Pending

Section 4
Budget and Staffing for Offices of Violence Prevention

Jurisdiction	Department Location	Name of Program Interviewed	Population	FTE	Total Budget 2023/24	Budget Per Capita	Total Violent Crime 2019	Violent Crime per 100k 2019	Spending per Violent Crime
	Health Department								
City of Portland	Community Safety Division	Office of Violence Prevention	641,162	16	\$3,300,000	5.1	3,606	562.41	915.1
City of Baltimore	Mayor's Office of Neighborhood Safety and Engagement	Violence Prevention Plan	576,498	41	\$16,700,000	29	11,101	1,925.6	1,504.4
City of Sacramento	Police Department	Office of Violence Prevention	525,041	3	\$3,200,000	6.1	3,223	613.9	992.9
City of Long Beach	Public Health Department	Community Impact Division, Violence Prevention Initiative	456,062	5	\$5,000,000	11	2,369	519.4	2,110.6
City of Oakland	Department of Violence Prevention	Department of Violence Prevention	433,823	48	\$28,000,000	64.5	5,520	1,272.4	5,072.5
City of Stockton	City Manager's Office	Office of Violence Prevention	322,120	17	\$2,100,000	6.52	4,380	1,359.7	479.5

4.2 Violence Prevention Budget and Staffing in Counties

Jurisdiction	Department Location	Name of Program Interviewed	Number of FTEs	Population of Jurisdiction	Total Budget 2023-2024	Budget Per Capita
Los Angeles County	Public Health Department	Office of Violence Prevention	40	9,500,000	17,800,000	1.87
Miami-Dade County	Community Action and Human Services Department	Office of Neighborhood Safety	5	2,663,000	1,458,000	0.55
King County	Public Health Department	Violence and Injury Prevention Program	7	2,252,000	10,000,000	4.4
Santa Clara County	County Executive Division of Equity and Social Justice	Office of Gender-Based Violence Prevention	3	1,886,000	4,900,000	2.6
Multnomah County	Public Health Department	Youth Violence Prevention Program	9	803,377	2,300,000	2.9

5. Findings

This section presents staff's findings derived while compiling this report.

Finding 1: San José currently implements a robust set of violence prevention strategies, which include the most common and well-studied violence prevention approaches found in other jurisdictions.

As noted in the previous section, the most common violence prevention approach across jurisdictions interviewed are violence intervention programs. Multiple studies support the efficacy of these programs. San José employs a range of violence intervention strategies, including street-level, hospital-based, school-based, and group violence intervention approaches.

In addition to violence intervention, San José also implements a range of other violence prevention approaches that are typical across jurisdictions, including case management, youth enrichment and personal transformation, community organizing and community building, and employment programs. Taken together, San José's current violence prevention programs comprise a robust combination of approaches that are in line with best practices in other jurisdictions.

Finding 2: Violence prevention offices in other jurisdictions are typically focused on program implementation and direct service delivery, but there are examples of offices that put a greater focus on policy work and systems change.

Violence prevention offices typically focus on delivering direct services to residents aimed at preventing violence or intervening with those at risk of violence. Typical programs include those discussed under Finding 1, centered around violence intervention and case management programs. However, some offices put a greater emphasis on policy work, often focused on changing existing systems to better support violence prevention efforts. On balance, offices of violence prevention within county governments--especially those housed within public health departments--put a greater focus on policy work. Some cities also devote resources to policy work: Baltimore, for example, is notable for devoting staff positions to policy work within its office. San Francisco (which is both a city and a county) has an office of violence prevention located within its Mayor's Office, which in the past has lead policy and systems change efforts across their organization.

Finding 3: Domestic violence prevention programs and gun safety programs are not as common as other violence prevention approaches across the jurisdictions interviewed, but are emerging areas of interest for violence prevention work.

While violence prevention programs focused on domestic violence and gun safety are not as widespread as other types of programs, jurisdictions are beginning to focus in these areas. On the domestic violence front, several jurisdictions have developed co-response models that have domestic violence advocates respond to domestic violence incident sites with police officers. Follow-up services are also provided. On the gun safety front, some jurisdictions have partnered with nonprofits to provide gun safety education.

Finding 4: Offices of Violence Prevention are located within a wide variety of different locations within their respective organizations.

Offices of violence prevention are located within a broad range of different locations within their respective organizations. Locations include within the Mayor or City Manager's Office, as an office within a larger public safety division that includes police and fire departments, within the police department, and as an independent department.

Finding 5: Most jurisdictions use a combination of in-house and contracted services. Of the jurisdictions interviewed, San José has the highest number of in-house staff.

San José's model of using both in-house and contracted services is typical of other programs. To gauge the capacity for in-house service provision, staff requested FTE figures from all offices of violence prevention interviewed. It's notable that of the jurisdictions interviewed, San José has the highest number of in-house staff.

Appendix: Violence Prevention Programs in Other Cities

City of Chicago

The City of Chicago Office of Violence Prevention, located within the City's Public Health Department, primarily acts as a policy/funding office and contracts services to non-profit organizations, as well as community-based organizations to address violence. The City of Chicago contracts violence prevention and intervention services through one main contractor, who then works to manage services and grants with 25 sub-grantees. The City of Chicago offers services in the following categories:

Bullying and Suicide Prevention: The City of Chicago Collaborative of Bullying and Suicide Prevention convenes quarterly to raise awareness about local resources, and to provide communities with the knowledge/training necessary to perform suicide intervention and prevention.

Gender Based Violence: The Chicago Office of Violence Prevention seeks to address gender-based violence by focusing on a trauma informed approach geared towards health equity and cultural responsiveness. Programs seek to examine current systems, dismantle racist systems, and implement changes as needed. This work is mostly policy focused and seeks to engage residents who are in the greatest need of services. Currently, the City of Chicago is looking to develop a strategic plan regarding gender-based violence response and is actively looking to hire a director of gender-based violence programs. The City of Chicago is also exploring adding civilian personnel to Chicago Police Department who are more apt to provide support to victims of domestic violence.

Street Outreach: Street Outreach Workers are focused on hotspots of violence throughout the city and respond following incidents. Street Outreach Workers respond 30 to 40 minutes after a violent act occurs using the Chicago Police Incident Command Notification System. Community Based Organizations work on the hyper local level to train, supervise, and support outreach workers, as well as case management staff to engage with those most likely to be involved with violence. These workers seek to mitigate conflicts, assist with life and safety transitions, and provide needed support.

City of Philadelphia

The City of Philadelphia has several programs within its Office of Violence Prevention that can be grouped into the following main categories:

The Community Crisis Intervention Partnership: The City of Philadelphia's Office of Violence Prevention currently operates a credible messenger program in which teams are positioned in pinpoint areas around Philadelphia where violence is most prevalent. These teams do everything from delivering basic needs struggling families, to helping provide support following events such as homicides or shootings. These credible messengers canvas neighborhoods and interact with individuals who may be at risk of violence, and offer services to witnesses, perpetrators, victims, and families. Teams consist of 2 or 3 staff each, and the Office of Violence Prevention currently operates 26 – 27 teams according to the needs of the community. This program is staffed by three contracted partners, with one team specifically focusing on juveniles.

The Group Violence Intervention Program: The Group Violence Intervention Program deals with individuals who have been identified as gang affiliated. After a violent act occurs, a violence intervention team will go to the homes of those involved and offer various programs such as employment opportunities, relocation services, and job trainings as an alternative to the criminal justice system. If the violent behavior continues after contact, the group intervention team will start “pulling levers”, such as increasing probation visits.

The Violence Prevention Partnership: This program involves staff from the Office of Violence Prevention working closely with probation officers to provide services and resources to individuals ages 16-27 facing attempted homicide charges, gun charges, or high-risk probation.

The Joint Warrant Task Initiative: The Joint Warrant Task Initiative works in partnership with the Philadelphia Police Department, Sherriff’s department, and Federal partners. This program works with the families of high-risk absconders and provides social services to them. Services are provided to families immediately after a warrant is served and include relocation services, food assistance, and housing maintenance.

The Rapid Response Program: This team works with communities following high profile cases such as mass shootings, school shootings, or other abnormal incidents. The Rapid Response Team looks to rally city services, and coordinate with contractors, as well as the Department of Human Services.

Tactical: Tactical is a collaboration amongst City, State, and community-based agencies to develop and implement real-time solutions to gun violence within targeted police districts. Meetings focus on one police district at a time. The Philadelphia Police Department (PPD) Captains provide information to the Office of Violence Prevention about risk factors related to violence in the first week. The objective during the second week is for a follow-up, and to develop solutions collectively.

Grant Programs: The Office of Violence Prevention’s grant program targets community investment grants. They look to create a simple process that community groups have the capacity to access, and issue grants between the amounts of \$1,500 to \$50,000. This program started in 2019 and has a total 2023/24 budget of \$1 million. The Office of Violence Prevention also participates in a larger Community Expansion Grant program in partnership with other public safety offices. This grant has a budget of \$12 million for 2023/24, and looks to support programs in various sectors.

City of San Diego

The City of San Diego Commission on Gang Prevention and Intervention is a policy focused effort that contracts services and awards grants to community-based organizations. The City of San Diego Commission on Gang Prevention and Intervention also works as a coordinator and partner with various public safety agencies throughout the city. Some of the main programs within The City of San Diego Commission on Gang Prevention and Intervention:

The Commission on Gang Prevention and Intervention: This is a policy-oriented commission that makes recommendations to the Mayor and City Council in the City of San Diego. One example of this commission is its efforts to champion trauma informed practices and training for police and fire.

Youth Voice: The Youth Voice program is a youth led trauma informed agreement in which the youth established a code of conduct regarding how they want to be treated when they interact with government

and non-profit agencies. This group also had a say in a policy evaluation on how to mandated reporting should be approached.

Credible Messenger Program: This program has individuals with lived experience, or a criminal background go out into the community and act as mentors alongside therapists and police. These messengers are employed by a non-profit organization and are trained by experts from a local university.

Community Assistance Support Team (CAST)/No Shots Fired: CAST and No Shots Fired use intervention teams that go door to door after a violent instance occurs. They hand out literature, and work in conjunction with law enforcement, community leaders, and faith-based organizations to prevent retaliation, provide resources, and promote community healing. Services offered through community-based organizations include life coaching, grief counseling, and crisis support services.

Peace at the Park: This program works with community partners and rotates between several city-run parks. The event offers food, entertainment, booths, messages promoting peace, testimonials, and is a platform for the commission to promote services to the public.

Mothers with a Message: This program is open to those who would like to attend and involves mothers who have lost children to violence. Mothers with a Message is a weekly meal based event, and allows those who have lost love ones to share their stories and experiences.

Community Wraparound: Community wraparound is a meal based weekly meeting in which mentors and service providers talk to youth about what they are experiencing and offer support.

Domestic Violence Safety Planning/Family Violence Prevention and Response Initiative: The City of San Diego Commission on Gang Prevention and Intervention offers domestic violence safety planning resources and leads a program known as the Family Violence Prevention and Response Initiative. The initiative seeks to prevent, respond to, and end family violence in San Diego through a trauma-informed approach. The initiative seeks to strengthen and improve current systems and work with community partner to address family violence.

City of Austin

The City of Austin Office of Violence Prevention was founded in April 2021, following recommendations from the Reimagining Public Safety Task Force. It primarily acts as a policy office, grant maker, and program oversight office. Some of the main programs operated by the City of Austin include:

ATX Peace/Neighborhood Peace Project: This is a street outreach program utilizing credible messengers with lived experience to reach the highest risk populations. ATX peace seeks to provide services to both victims and perpetrators of violence, and currently operates in a total of 6 zip codes in North/South Austin.

Youth Programs in Schools: The City of Austin works to provide mental health support services to youth and their families by working with three local non-profit organizations. The Council on At-Risk Youth (CARY) refers youth who have a history of having seen disciplinary action to the PeaceRox Program. This program offers individual therapy and parent empowerment training to help reduce the likelihood of youth entering the school-to-prison pipeline. The City of Austin Office of Violence Prevention also works with the YWCA Austin to provide curriculum-based education to teach youth about resiliency, the personal and cultural consequences of violence, and community empowerment/connectedness. Lastly, the City of Austin Office of Violence Prevention partners with the Mexic-Arte Museum on a program

known as ScreenIt! This program is an intensive series of workshops for students looking to learn the basics of printmaking.

Gun Safety Campaign: The Austin Office of Violence Prevention partners with an organization known as Lock Arms for Life to connect residences with firearm safety education. The program also provides residents with free gun locks.

Trauma Recovery Center: The Trauma Recovery Center seeks to remove barriers for underserved survivors of violent crime who seek healing. The Trauma Recovery Center is a partnership between the Austin Office of Violence Prevention, the Alliance for Safety and Justice, Crime Survivors for Safety and Justice, and the Travis County District Attorney's Office.

Grants: The City of Austin Office of Violence Prevention offers several community-based grants such as funding for restorative justice programs, school-based programs, alternative learning programs, housing programs, homelessness response programs, and trauma informed programs.

City and County of San Francisco

The City and County of San Francisco Mayor's Office of Violence Prevention first launched in 2012 and primarily focuses efforts within the categories of policy, street outreach, coordination, and employment. The Office of Violence Prevention uses a mix of full time City staff members, as well as contractors when it comes to administering key services. The San Francisco Office of violence prevention works with several internal and external partners when it comes to reducing violence in the community, including parole officers, the district attorney's office, San Francisco Police Department, and community-based organizations. When initially launched, San Francisco's violence prevention efforts were rooted in the "Ceasefire" model of violence prevention, which was then adapted to meet the specific needs of the community, such as employment opportunities and incentives. Some of the key programs operated by the San Francisco Mayor's Office of Violence Prevention include:

Policy and Ordinances: In the realm of policy related work, the San Francisco Office of Violence Prevention focuses much of its efforts on examining gun related policies. One example would be the office's advocacy to limit the caliber of ammunition that comes into the City. The office also does policy work that seeks funding opportunities, as well as examining systems and trends for process improvements.

Trauma Informed Crisis Response: The Office of Violence Prevention collaborates with the San Francisco Department of Public Health in a crisis response program. The program involves crisis response staff working with victims and their families following incidents of violence after Police Officers have cleared a scene and have deemed the situation safe for staff.

IPO Program: The IPO program offers employment in City job positions to those who are at risk of violence in exchange for individuals giving up their high-risk behavior. This program acknowledges that many high risk individuals receive income from the underground economy, and that employment or training opportunities may incentivize those at risk to give up any dangerous behavior.

Street Violence Outreach Team: The Office of Violence Prevention works in partnership with the San Francisco Police Department in a collaborating effort to break down silos and bring stakeholders together. Meetings that include street outreach workers are held on a weekly basis and those attending evaluate and assess shootings or violent occurrences that have recently taken place. Stake holders include local

schools, the district attorney's office, the parole office, and other groups. Outreach workers canvas neighborhoods, build relationships, mobilize community members, organize workshops, and work to de-escalate any potentially violent situations.

City of Portland

The City of Portland Office of Violence Prevention operates several programs, through a mix of full time and contracted staff. The office initially began in 2006 as the Office of Youth Violence Prevention Services before expanding its efforts to the adult demographic. It is currently situated in the Community Safety Division which also includes Police, Fire, Emergency Communications, and Community Safety. One emphasis of Portland's programs involves violence prevention through environmental design. Some of the programs operated by the Portland Office of Violence Prevention include:

Safe Blocks: This program supports community members through community safety trainings, place-based security assessments, community building activities, and providing resources and referrals.

Healing Hurt People: Healing Hurt People is a hospital-based intervention program that focuses on victims who are admitted to a hospital following a shooting or a stabbing. The program uses coordinators to respond shortly after victims are admitted, since research shows that victims are most willing to consider changes within the first four hours of admittance.

Trauma and Violence Impacted Families Program: This program provides support to youth, young adults, and their families with the goal of breaking intergenerational ties to violence. The program provides victims and their families with economic and mental health resources following shooting incidents.

Individual Coaching/Portland Restoration Academy: This program provides coaching to formally incarcerated individuals and their families, including assistance finding suitable employment opportunities.

Intensive Case Management: This program consists of credible messengers who act as life coaches and case managers, and work directly with those at the highest risk of becoming a victim or perpetrator of gun violence. These workers establish relationships with clients to mitigate risk factors, connect them with services, and provide them with any necessary support for a period of 18 months.

Grant Program: The Portland Office of Violence Prevention operates a grant program to support implementation of restorative justice practices in public schools. In addition to this program, Portland also awarded nine other grants to organizations who provide services to the community and support violence prevention efforts.

City of Baltimore

The Mayor's Office of Neighborhood Safety and Engagement (MONSE), was first instituted as a policy focused office for the City of Baltimore to better track and manage data using community-based indicators. All the data that MONSE tracks is available to the public through online dashboards. MONSE also takes part in what it calls the Criminal Justice Coordinating Council, which aims to coordinate violence prevention efforts with local, state, and federal partners.

Gun Violence Prevention: A collaborative effort between MONSE, the Baltimore Police Department, the State Attorney's Office, and federal partners to reduce homicides and promote justice. The strategy

involves facilitating direct and sustained engagement with the small number of group-involved individuals through partnerships with community leaders, service provider, employers, and law enforcement. This program also looks to expand investment in community violence intervention programs, hold gun traffickers accountable, and provide services to victims, bystanders, and their families.

Community Engagement: MONSE looks to reduce violence by engaging directly with community leaders, religious organizations, anchor institutions, youth, elders, neighbors, parents, nonprofits, and employers. MONSE routinely engages with the most affected neighborhoods to discuss their specific needs and share information on services. Additionally, MONSE is working to expand its relationship with the business community to help grow capacity, improve inter-agency coordination, and build or strengthen partnerships.

Community Violence Intervention: This program seeks to prevent interpersonal conflicts from escalating. This includes Baltimore's Safe Streets Violence Intervention and Prevention strategy, a national model in the category of violence intervention, as well as on its hospital-based violence intervention program.

Communications team: The communications team within MONSE consists of three team members. The communications team's primary focus is coordination between strategic partners, as well as establishing trust and working with the public.

Policy and research team: The policy and research team's primary function involves data analytics. This team looks to identify key measures to ensure accountability by establishing a system to better coordinate data collection amongst partners. Currently, the policy and research team is looking to create a statistical system to better capture group violence as well as intimate partner violence data.

City of Sacramento

The City of Sacramento Office of Violence Prevention currently acts as a policy office, grant maker, and program oversight office. The services provided through the office are implemented by community-based organizations. Of the violence prevention programs interviewed, the City of Sacramento was the only office located within their local Police Department. When first launched, the Office of Violence Prevention began within the City Manager's Office, but then moved to the Police Department due to resource considerations. The main programs in the Sacramento Office of Violence Prevention include:

The Gang Prevention and Intervention Taskforce: The Gang Prevention and Intervention Taskforce is a coalition comprised of stakeholder representing service providers, health care providers, school administrators, faith leaders, law enforcement personnel, and elected officials. This taskforce seeks to encourage collaboration and align stakeholders under a unified violence prevention strategy.

The Gang Prevention and Intervention Taskforce Grant Program: To address gang violence, the City of Sacramento Office of Violence Prevention issues a grant to Community Based Organizations who work to prevent violence in high schools and middle schools. These groups also conduct healing circles with youth following violent events, support youth on transformational excursions, and offer long term services to those at risk of entering the prison-pipeline. Some of the services offered through grantees include trade school training and employment readiness counseling. Most gang intervention programs located within the Sacramento Office of Violence Prevention operate on a place-based approach and focus on the highest risk geographic areas. These three areas of focus were identified in partnership with Sacramento

Police Department and are outlined in the Chief of Police's Violence Reduction Plan. Community based organizations responding to incidents must operate within one of the three identified neighborhoods.

Evidence Based Community Violence Interruption Disruption Suppression (EBCVIDS): The primary focus of the program is to improve community health and safety, by providing violence interruption, disruption and suppression programs and services to high-risk youth (and their families) who are disproportionately impacted by violence, particularly to those affected by gang-related homicides, shootings, and aggravated assaults.

The Peacemaker Fellowship Program: The Peacemaker Fellowship is a program operated by Advance Peace Sacramento and looks to disrupt cycles of violence by enrolling individuals who are victims, perpetrators, or at risk of violence into an 18-month intensive case management treatment program.

Violence Reduction Summit: An annual summit that brings together violence prevention service providers with the goal of improving service coordination.

City of Long Beach

The City of Long Beach Community Impact Division, which first launched in 2018 uses a racial equity lens and a public health approach to prevent and reduce violence and human trafficking, empower youth and strong families, and cultivate trauma- and resiliency-informed systems change to improve safety, health, and well-being for everyone in Long Beach. The division seeks to utilize best practice methods across each of its key programs. The key programs operated by the Long Beach Community Impact Division include:

Activating Safe Communities: A team composed of a manager and four staff members respond, in coordination with community-based organization(s), to incidents of gun violence after receiving referrals from the Police Department or Community Intervention Workers. This program responds to hit shootings, or incidents where someone is struck by a bullet, and currently focuses on one high risk neighborhood in the City of Long Beach. The program is looking to expand into three additional high-risk neighborhoods. Victims or those involved in an incident are referred to community violence interrupters or case management services operated by community-based organizations. Additionally, the Community Impact Division operates the Safe Passage program which helps support children in high-risk neighborhoods get to and from school safely.

The Advancing Peace Initiative: The Advancing Peace Initiative is a program in which a full-time staff member works with a steering committee and collaborative network of violence prevention experts and stakeholders to advance peace and racial reconciliation by supporting community-based organizations in their efforts to promote community engagement with four goals: Create Social Connectedness, Support Economic Opportunity, Build Safe and Healthy Neighborhoods, and Use of Trauma-Informed Systems.

Human Dignity Program: The Human Dignity program operates a Human Relations Commission to provide a forum for the promotion of goodwill among individuals, groups, and institutions. This program works to reduce tension, conflict, and violence which can arise from intolerance, prejudice, or discrimination. The Commission also submits policy recommendations to City Council with the goal of promoting well informed practices and programs. Additionally, staff will respond during instances in which hate crimes have been committed to provide support and resources to the victims.

My Sister's Keeper Program: Through the CalGRIP grant known as "My Sister's Keeper", the Community Impact Division works to prevent gang membership and victimization among at-risk females between the ages of 10-24 years old. The program includes an awareness campaign, mental health treatment support, housing assistance, and mentorship. Awareness regarding gang recruitment and human trafficking is also spread through public service announcements, trainings, and symposiums. Victims who are over the age of 18 are referred to the City Prosecutor's Court Diversion Program to avoid prosecution and gain access to emergency housing services, mental health services, mentoring, workforce training, and job placement.

Fundamentals of Fatherhood/Family Preservation: The Fundamentals of Fatherhood Program looks to improve parent-child relationships, co-parenting dynamics, and economic stability through life coaching, employment development, and a 10-week training course. Services are available to all fathers in Long Beach and surrounding cities and are free of charge. The Fundamentals of Fatherhood program also offers career coaching and provides employment services to fathers. Additionally, the City of Long Beach offers a Family Preservation Program that provides family support to families who are referred from the Los Angeles County Department of Children and Family Services, as well as the Los Angeles County Probation Department. These services include weekly home visits, parenting classes, counseling, job training services, mental health services, and education services. This program serves approximately 200 families and 600 youth on an annual basis.

Office of Youth Development: Within the Community Impact Division, the City of Long Beach houses the Office of Youth Development, which is responsible for the implementation of the City of Long Beach's strategic plan centered on youth and young adults from the ages of 8 to 24. This office looks to leverage public and private partnerships with the goal of centering youth voices, funding youth programs, and building capacity and resources for youth. To achieve these goals, the Office of Youth Development oversees a Youth Advisory Council composed of youth from the community who advise of the Office. The Office of Youth Development also has a Youth Fund in which it administers grants to community groups engaged in positive opportunities for youth. The Office of Youth Development operates several employment programs for youth with its Futures First Program, it's Pacific Gateway Program, and its Youth Climate Corps program. The Office of Youth Development also engages youth in a City Employee Mentoring Program, hosts a yearly Youth Festival, and offers life coaching, career coaching, and educational support to youth.

City of Oakland

The City of Oakland has a Department of Violence Prevention dedicated to violence prevention efforts. Of the jurisdictions interviewed, the City of Oakland operates the most well-funded program based on per capita spending, and has several well-established programs that can be broken down into three distinct buckets:

Group and gun violence prevention: The City of Oakland has several group and gun violence prevention and intervention programs. When a shooting occurs, the Department of Violence Prevention is notified directly by Oakland Police Department (OPD). The Department of Violence Prevention is also notified directly by hospital when a patient who is a victim of violence is admitted. The Department of Violence Prevention offers several services to those at risk or who have experienced group and gun violence, including adult life coaching, family life coaching, and relocation support.

School Violence Intervention and Prevention: The Oakland Department of Violence Prevention currently operates violence interruption teams in 7 high schools within the City of Oakland. Each team is composed of staff who have lived experience, including a gender-based violence expert, and operate in teams of 3. These teams provide education to students including healthy relationship classes, youth life coaching services, and incident response before, during, and following violent events. The Oakland Department of Violence Prevention also has a youth diversion program in which low-level first-time offenders are offered community service opportunities as opposed to probation. Additionally, this program supports those currently on probation with community service opportunities, employment opportunities, and support groups.

Gender Based Violence Prevention and Intervention: The City of Oakland Department of Violence Prevention currently has a gender-based violence team as well as gender-based violence experts that operate through partner schools to address gender-based violence, sexual violence, and human trafficking. The City of Oakland also funds a 24/7 domestic violence hotline. Gender based violence specialists are available to adults and youth to help provide life coaching and case management services to help connect victims with safe places, legal services, housing, counseling, and various wraparound services.

City of Stockton

The City of Stockton Office of Violence Prevention is located within the City Manager's Office and currently operates two major initiatives.

Operation Ceasefire: Operation Ceasefire serves adults aged 18-35, including active gang members, individuals with gun related charges, and those at risk of gang or gun related activities. Data has shown that about 1% of Stockton's population drive the overall gun and gang violence, and those are the citizens the OVP strive to provide services to. Services include case management, helping those at the highest risk of violence with employment opportunities, housing, managing trauma, and education services. Office of Violence Prevention staff also host and participate in quarterly events where they share data and inform community members about different office of violence prevention activities.

Operation Ceasefire also services youth aged 12-17. Work with youth involves conflict mediation services in schools upon request, gang prevention presentations, violence prevention efforts during times when schools are on high alert or have concerns of potential gang related events, meeting with youth in juvenile

hall to build rapport and providing them with case management services upon release, and family support services for families of youth who are at risk of gang involvement.

Operation Peacekeeper: Outreach workers (known as “Peacekeepers”) are credible messengers who work in communities to provide conflict resolution, mediation, mentoring, and case management services to perpetrators or victims of gun violence. Peacekeepers respond to areas where violence has occurred to talk with friends and family, with the goal of preventing retaliation. One well established response program is the shooting response program, which operates in partnership with a local county-run hospital. Peacekeepers are contacted and respond to assist shooting victims to provide emergency relocation, services, mediate conflicts, and maintain peace.

County of Los Angeles

From a population standpoint, the County of Los Angeles Office of Violence Prevention was responsible for overseeing the largest population of all the other jurisdictions interviewed in this report. The Los Angeles County Office of Violence Prevention was first instituted in 2019, and its main role is to strengthen coordination, capacity, partnerships to address the root causes of violence, and to advance policies and practices that are grounded in race equity, to prevent all forms of violence and to promote healing across all communities in Los Angeles County. Although The Los Angeles County Office of Violence Prevention was initially funded to implement community violence intervention, it has since expanded its prevention and intervention initiatives to address multiple forms of violence.

The Office of Violence Prevention has a governance structure that includes a Community Partnership Council, comprised of experts in the field of violence prevention, as well as those with lived experience. This council helps to advise OVP leadership on policies and initiatives. The office also convenes a County Leadership Committee to better coordinate efforts across departments. The Los Angeles County Office of Violence Prevention operates several programs including:

Research and Evaluation: The Los Angeles County Office of Violence Prevention has a team of epidemiologists and researchers that analyze multiple data sources to understand the circumstances, trends, and impacts of violence across the county. The office is working on creating an open data portal to provide data to the public. The office also partners with local universities, and independent evaluators to evaluate their funded initiatives. The office also works closely with city jurisdictions and law enforcement agencies to collect and analyze data to support the Violent Death Reporting System, a national surveillance system that provides detailed information regarding the circumstances of violence.

Regional Coalitions: The Office of Violence Prevention currently partners with six community-based organizations to establish Regional Violence Prevention Coalitions. These coalitions take into consideration that violence occurs on the local level, and that prevention is possible through partnership with local leaders. Each Regional Coalition oversees a Service Planning Area that welcomes youth, parents, faith groups, community stakeholders, and county partners. The coalitions develop action plans to address the unique needs of each area and have been instrumental in supporting the Gun Violence Prevention Platform through community events and trainings.

Trauma Prevention Initiative: The Trauma Prevention Initiative is a community-driven public safety strategy implemented in partnership with community stakeholders and other county departments and initiatives. The initiative was launched in 2015 and looks to reduce violence through investment in peer

strategies including street outreach, and community violence intervention, and hospital-based violence intervention programs. The initiative uses a place-based approach focusing on nine high risk neighborhoods across the County, establishing Community Action for Peace stakeholder networks to foster collaboration and positive community identity, and ensure the initiative addresses the unique needs of each area.

A Crisis Response Team: The County of Los Angeles Office of Violence Prevention currently operates a crisis response program. Staff is comprised of a Crisis Response Coordinator who works in partnership with a community-based organization. The community-based organization staffing is comprised of Peer Outreach Specialists (credible messengers) and a Peer Outreach Supervisor (social worker) who responds 24 to 48 hours after a crisis occurs to help provide support and services to youth, families and communities impacted by the following incidents: homicide, suicide, domestic violence, hate crime, school incidents, and mass shootings.

Parks After Dark: OVP coordinates evaluation of the Parks After Dark and aligns its community violence intervention programs and services with the program. Parks After Dark is operated by the County of Los Angeles Department of Parks and Recreation. This program takes place in 34 county parks and takes place from 6pm to 9pm during the summer for about 9 weeks, and one weekend each during winter and spring breaks. The program offers several free cultural, art, music, and dance activities to the public and has demonstrated improved community safety, social cohesion, and reduced chronic disease.

Gun Violence Prevention Platform: The Los Angeles County Office of Violence Prevention developed a 40-point platform that includes several strategies and initiatives to prevent gun violence. One strategy used by the Office is to advocate for common sense gun safety legislation on the local, state, and federal levels. The office also has programs that seek to increase culturally relevant physical and mental health services for students and build a holistic approach to school safety. Additionally, the Office operates programs that promote healthy social connections and address the trauma and the impact of violence. Another priority of the platform is to educate the public about Gun Violence Restraining Orders through a public awareness campaign. The Office of Violence Prevention is currently developing a communications plan to better educate the public on the issue of gun violence as a public health issue.

Suicide Prevention: The Los Angeles County Office of Violence Prevention (OVP) addresses suicide and self-harm prevention in two main ways: first, by uplifting opportunities for awareness and education around risk factors, warning signs, means safety, and prevention strategies for communities. Key partners in this work include the Los Angeles Suicide Prevention Network, Department of Mental Health's Partners for Suicide Prevention Program, Didi Hirsch and Teenline, the Los Angeles County Office of Education's Youth Suicide Prevention Project, and more. OVP also plays a role in suicide prevention by providing data and research support related to suicide attempts, deaths, methods, and other demographic data to key partners and county departments.

Story Telling Project: The Violence Hope and Healing Story Telling Project is a collaboration that began in 2020 with the Los Angeles County Office of Violence Prevention and the Los Angeles County Department of Arts and Culture. This project involves a book that is free and available to the public. The book contains more than 100 stories shared by a diverse group of County residents directly affected by violence and helps to illustrate the effect of violence within the community, the preventable nature of violence, and opportunities for healing and systems change.

Intimate-Partner Violence Prevention: The Office of Violence Prevention partners with the Public Health Department's Domestic Violence Council, that helps coordinate efforts among jurisdictions and organizations with a focus on policy related to domestic violence, and Office of Women's Health, staffed with experts in human trafficking and domestic and intimate partner violence, and that provides funding to domestic violence shelters.

Workplace Violence Prevention: The Office of Violence Prevention partners with the Los Angeles County Department of Human Resources to develop a Workplace Violence Prevention Training. The training consists of two modules for County employees: one focused on employees, and another focused-on supervisors, as well as managers.

Miami-Dade County

Miami-Dade County uses a multi-pronged approach that includes prevention, intervention, reentry, and enforcement, to address the root causes of gun violence. There are four County departments that are leading these efforts: Miami-Dade Police Department, Juvenile Services Department, Miami-Dade Corrections and Rehabilitation, and the Office of Neighborhood Safety, housed in the Community Action and Human Services Department.

In June 2021, the Miami-Dade County Board of County Commissioners approved and Adopted Mayor Daniella Levine's Peace & Prosperity Plan which included the creation of a new office, the Office of Neighborhood Safety ("ONS") to house the work in/with communities and community stakeholders to address the root causes of gun violence. ONS provides oversight of the Peace & Prosperity Plan, its funding, and other initiatives, such as the Community Violence Intervention Initiative. ONS works with County departments to augment/implement programming to achieve neighborhood safety, offer community-grants to support community led efforts, and houses its violence prevention efforts.

Miami-Dade County implements a comprehensive approach that is documented in its Peace & Prosperity Plan. The Office of Neighborhood Safety is a policy-based office that oversees programs that are administered by community-based organizations or non-profits. Some of the key programs and features focused on violence prevention within the Office of Neighborhood Safety include:

Operation Summer Heat/Community Shield: Operation Summer Heat, now known as Operation Community Shield, was launched in 2021 and is an effort to prevent siloing between public safety agencies within Miami-Dade County. Although this program works in conjunction with the Office of Neighborhood Safety, this effort is led by the Miami-Dade Police Department and is not a part of the Mayor's Peace & Prosperity Plan. The program involves all police districts that join a daily phone call to discuss shootings that occurred the night prior, and to move assets and personnel in appropriate response. The program also works closely with federal agencies and has seen success in reducing shootings across the county.

Project Greenlight: Project Greenlight is a partnership between the business community and local police. The project looks to improve safety around stores by utilizing cameras and allowing access to law enforcement officers by business owners.

Safe in the 305: The Safe in the 305 Program is a micro-grant program aimed at empowering the communities most affected by violence. To date, Safe in the 305 has funded 88 programs addressing concerns around the digital divide, neighborhood blight, child literacy, and many other programs.

Youth Programs: The Office of Neighborhood Safety offers several programs, funded via the Peace & Prosperity Plan centered on youth including the Youth Mentoring Initiative which is an after-school program. The program involves field trips, athletic camps, and other activities. To date, 1500 children have participated in the program. Another program funded in the Peace & Prosperity Plan and administered by the Police Department includes the Turn Around Police Academy which is an 11-week program that helps youth identify career goals and address problematic issues that occur in schools. Lastly, the office operates a Youth Outreach Unit for youth ages 12-17 who are at risk of gun violence. These youth are selected by the Juvenile Department Homicide Task Force and placed into a yearlong program. Officers pick youth up after school and help with everything from social interaction homework, and sporting events.

King County

The King County Violence and Injury Prevention program is home to King County's violence prevention programs. This office is primarily a policy and funding office that seeks to support and coordinate with regional partners. Services are primarily provided by eight community-based organizations. Some of the main programs include:

Regional Gun Violence Program: The Regional Gun Violence Program seeks to prevent gun violence and promote equitable health by providing resources to those most impacted. Within the regional program, King County partners with the City of Seattle to support culturally responsive BIPOC led community-based organizations that provide intervention, prevention, and restoration services. These organizations provide services following critical incidents, at hospitals to those admitted for injury after experiencing violence and provide wraparound services to individuals and their families who are impacted by gun violence. Most programs operated by King County in the violence prevention and intervention sphere have an age range of 12 to 24, but the organizations are looking to expand services to older age demographics where they see more cases involving domestic violence and drug use.

Violence Interruption and Street Intervention: Violence interrupters and street interventionists collaborate with community leaders, subject matters experts, and local agencies to identify and provide support to those at highest risk of experiencing violence. Staff members provide on scene de-escalation support during high intensity situations, work with the community to prevent retaliation, support Police on scene following a shooting, provide support to family members of victims, and provide wrap around care to victims. Violence Interrupters also perform hospital-based interventions.

LOK-IT-UP Campaign: Provides information to the public regarding safe storage of firearms.

Shots Fired Review: The Violence and Injury Prevention program also engages partners in a weekly review of where violence has recently occurred and utilizes conflict mapping during this process. This review also takes into consideration relational issues and historical context when mapping and determining where to station resources.

Suicide Prevention: The Violence and Injury Prevention Program provide information on the warning signs of suicide and provide resources for those who may be seeking help.

Evaluation Team: An evaluation team within the program are working with epidemiologists to examine the impact of the County's efforts. This team also examines program participation data as well as data on violent crime. This program is currently a pilot and is working on being refined. A process evaluation is

also being conducted on community-based organizations that the County partners with to better improve capacity building.

Multnomah County

The Multnomah County Office of Youth Violence Prevention Program is primarily a policy-based office that contracts with community-based organizations to provide services. Most programs within the office serve youth ages 10-24. The Office of Youth Violence Prevention focuses almost solely on prevention as opposed to intervention and works closely with its city partners to coordinate prevention efforts, with the largest city in the county being Portland, Oregon. Some of the key programs and initiatives within the Multnomah County Office of Youth Violence Prevention include:

The Youth Advisory Board: The Youth Advisory Board works with youth from high schools around the county. This is a youth led program and the programs generated from the board come directly from youth. One example would be an event in which a community-based organization had panel speakers on gun violence and environmental change provide a listening session at schools. The board is also working with the Portland Bureau of Transportation on different projects and working on a gun violence awareness campaign in schools.

Crime Prevention through Environmental Design: The Office of Youth Violence Prevention collaborates with youth and their schools on various projects to promote peace and prevent violence. In 2022, the office collaborated with four schools on youth lead projects. One example was having an artist come to a schools and paint a mural in a space that that had seen a number of racist incidents occur.

School Trainings/Awareness Campaigns: The office works primarily with schools to help students understand that violence is a public health issue. The office has several awareness campaigns on specific types of violence, including gun violence, gender-based violence, and suicide prevention.

Pride, Peace, and Prevention: The office offers several events to encourage disenfranchised groups increase pride in themselves and their communities. An example would be celebrating the Independence Day of Latin American Countries, or events celebrating and promoting black joy. These events are often youth driven, and often involved youth sharing motivational stories, and promote health and wellness.

Harmonious Neighborhoods Project: The Harmonious Neighborhoods Project solicits small businesses, community organizations, and schools. The project awards funding for programs that promote violence prevention. Some examples of projects include a Youth led podcast, a neighborhood mural, and a Juneteenth Event. Over 30 organizations have been funded through this grant program.