

## **Alameda County Violence Prevention Blueprint: Process Evaluation 2005-2007**

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- **Prevention Institute**

## **PURPOSE**

**The Alameda County Violence Prevention Blueprint was approved by the Board of Supervisors in July 2005. Since then, the county has engaged in efforts to realize the visions of the Blueprint, specifically targeting the following 4 objectives:**

- **-Promote positive youth and child development**
- **-Ensure supported and functioning families**
- **-Foster safe and vibrant neighborhoods**
- **-Increase program and government effectiveness**

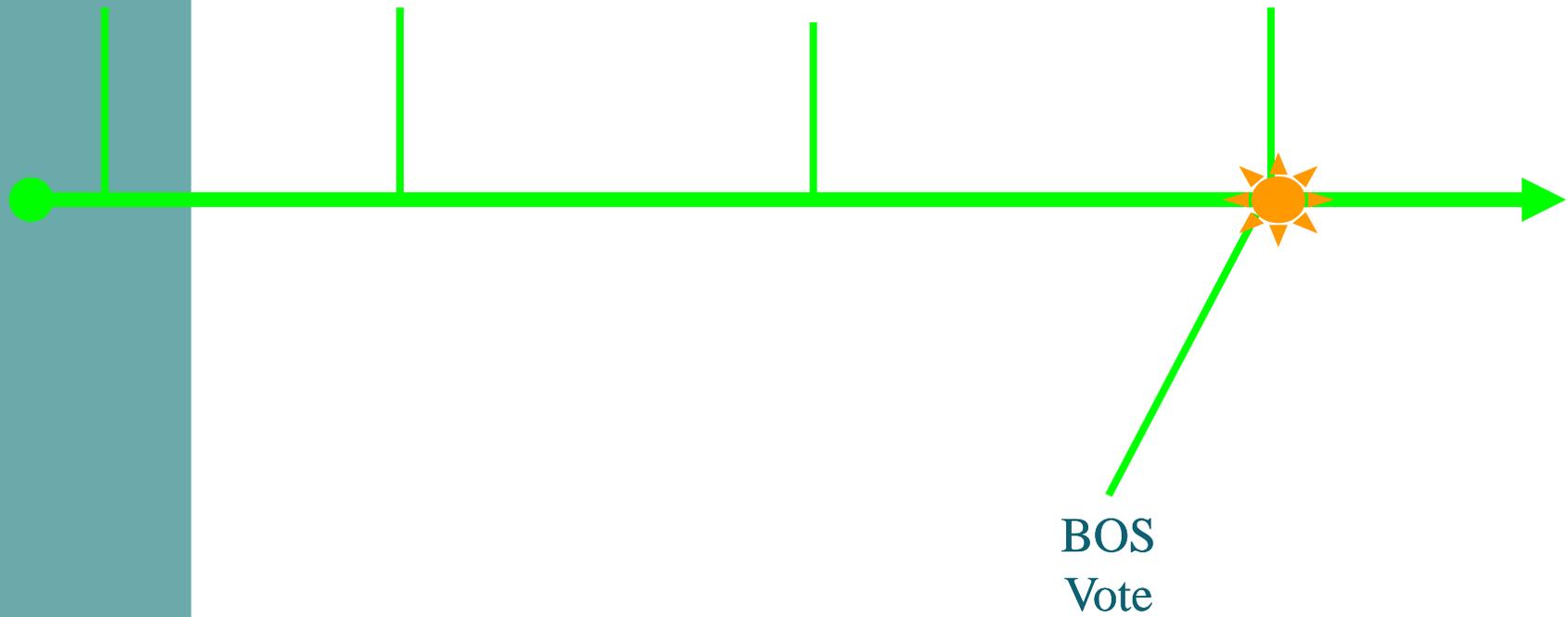
# A Lifetime Commitment

**Phase I**  
Define the  
Problem

**Phase II**  
Develop  
Solutions

**Phase III**  
Action Planning

**Phase IV**  
Implementation



# Violence Prevention Blueprint

## *Phase I Findings*

- 1. Need for unified leadership**
- 2. Need for increased accountability**
- 3. Need for a venue for coordination**
- 4. Need more understanding of effective prevention**

# Violence Prevention Blueprint

## *Risk Factors*

- ◆ Poverty and economic disparity
  - ◆ Illiteracy and school failure
  - ◆ Alcohol and other drugs
  - ◆ Firearms
  - ◆ Negative family dynamics
  - ◆ Mental illness
  - ◆ Incarceration/Reentry
  - ◆ Community deterioration
  - ◆ Discrimination and oppression
- ◆ Media violence
  - ◆ Experiencing and witnessing violence
  - ◆ Gender socialization

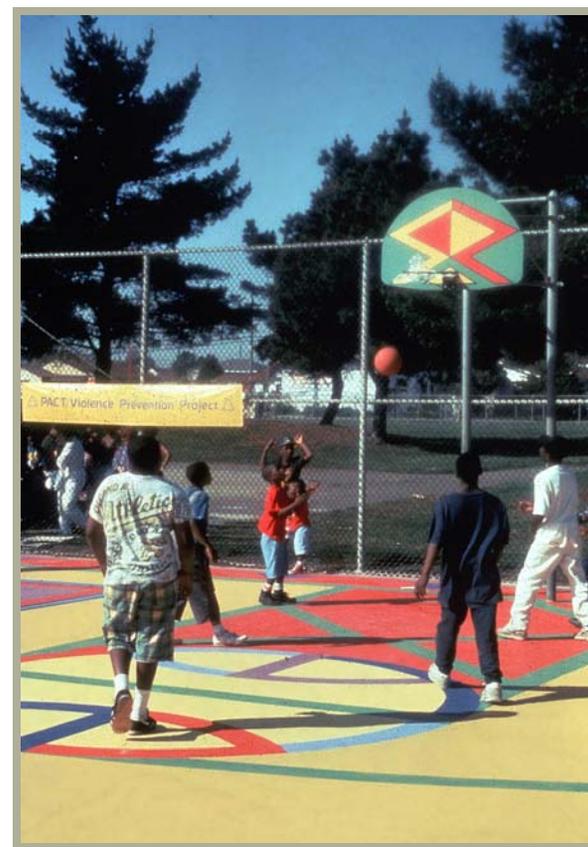


# Violence Prevention Blueprint



- ◆ Economic Capital
- ◆ Meaningful opportunities for participation
- ◆ Positive attachments and relationships
- ◆ Good physical and mental health
- ◆ Social capital
- ◆ Built environment
- ◆ Services and institutions
- ◆ Emotional and cognitive competence
- ◆ Artistic and creative opportunities
- ◆ Ethnic, racial, and intergroup relations
- ◆ Media/marketing

## *Resilience Factors*



# A Lifetime Commitment to Violence Prevention: *The Alameda County Blueprint*



## Programmatic & Service Priorities

- Children & Youth
- Families
- Neighborhoods



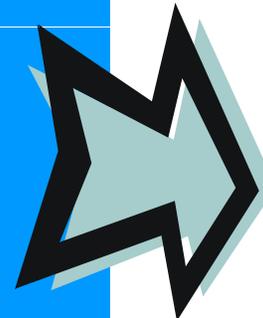
- Decreased risk factors
- Increased resilience factors

## Structure & Staffing

- Program & Govt Effectiveness



- ↑ Leadership
- ↑ Accountability
- ↑ Coordination
- ↑ Understanding of violence prevention



## Violence Prevention Outcomes

- ↓ Intimate partner & domestic violence
- ↓ Dating violence
- ↓ Sexual assault
- ↓ Child abuse
- ↓ Elder abuse
- ↓ Youth violence
- ↓ Community violence
- ↓ Homicide
- ↓ Suicide
- ↓ Hate violence
- ↓ Police brutality

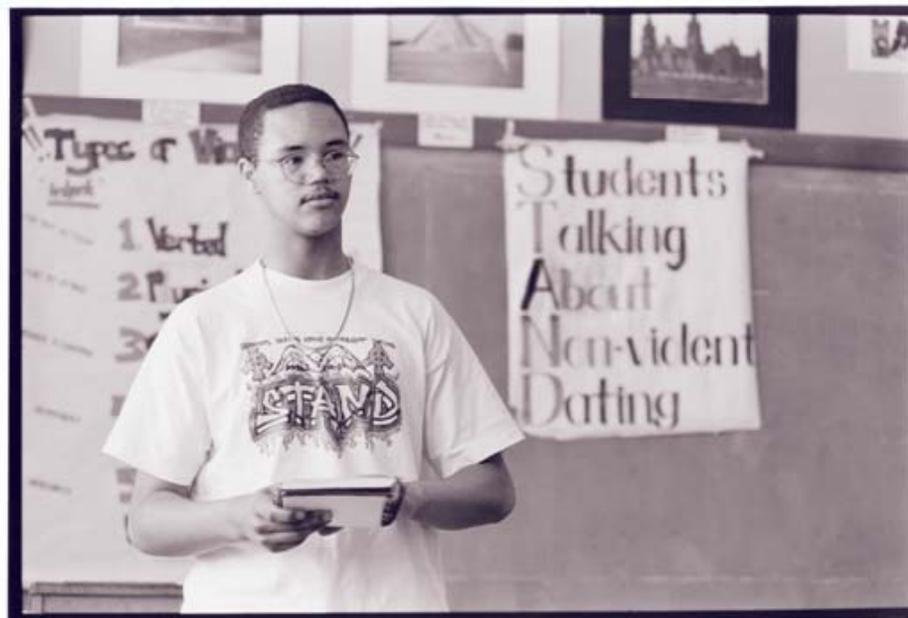
# Violence Prevention Blueprint

## *Objective 1:* Promote positive child and youth development



# Violence Prevention Blueprint

- 1. Violence prevention skill development**
- 2. Mentoring**
- 3. Positive environments**
- 4. Meaningful activities**
- 5. Career paths**
- 6. Trauma reduction**

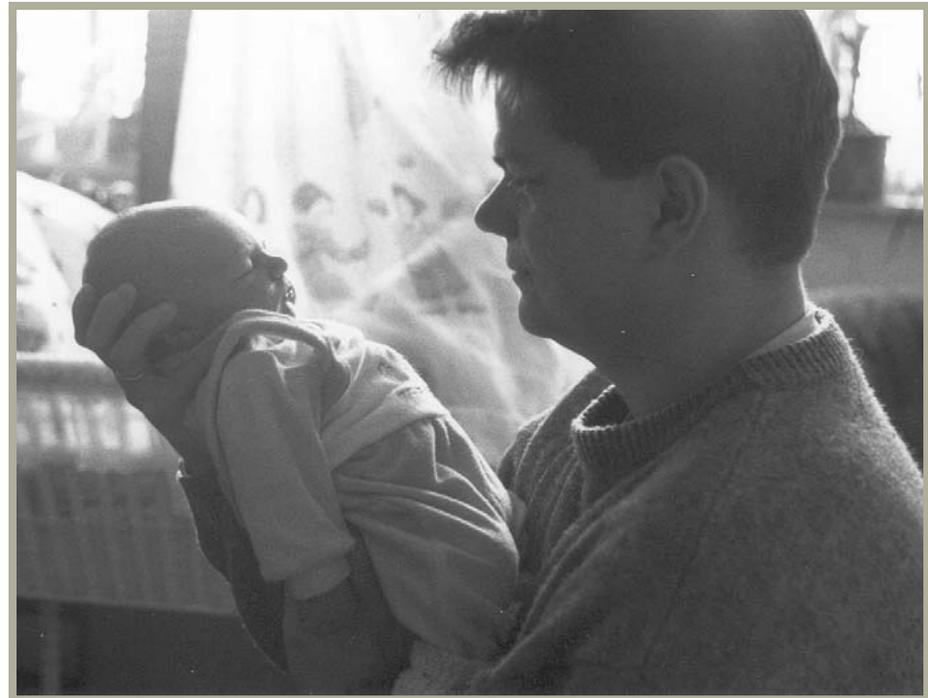


## *Objective 2:* Ensure supported and functioning families



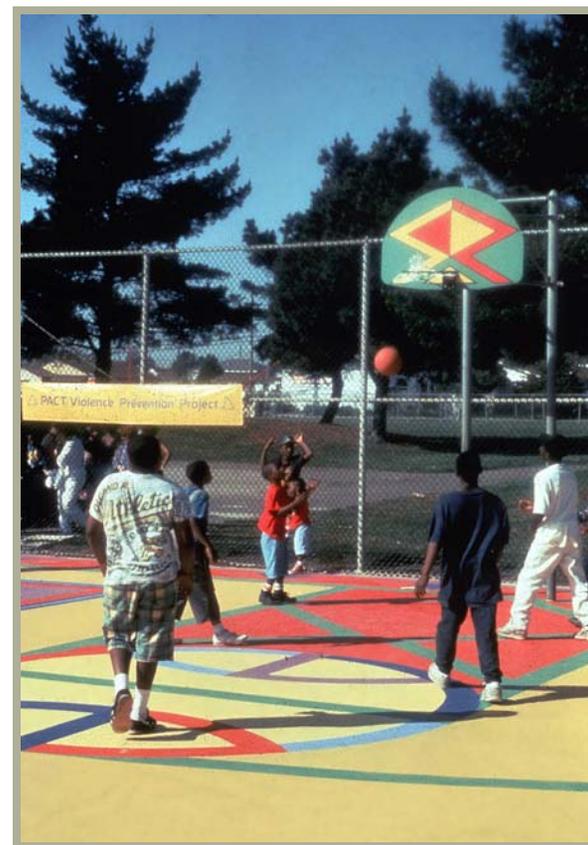
# Violence Prevention Blueprint

- 7. Parenting skills**
- 8. Risk assessment**
- 9. Support services**
- 10. Male responsibility**



## *Objective 3:*

Foster Safe and  
Vibrant  
Neighborhoods



# Violence Prevention Blueprint



## *Neighborhoods*

- 11. Firearms**
- 12. Conflict resolution**
- 13. Alcohol availability**
- 14. Drug markets**
- 15. Gang prevention**
- 16. Restorative justice**
- 17. Reentry**
- 18. Employment**
- 19. Physical appearance**
- 20. Healing**



## *Objective 4:*

**Ensure program and  
government effectiveness**

# Violence Prevention Blueprint

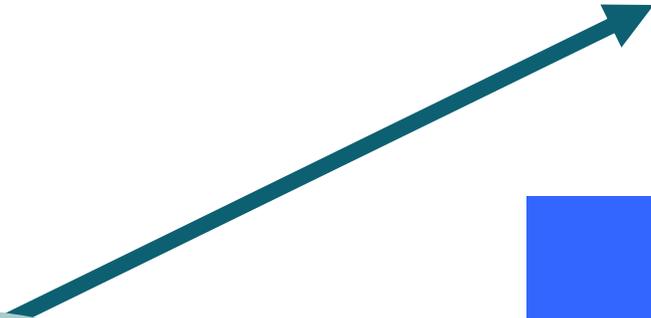


## *Program and Government Effectiveness*

- I. Strategy and coordination**
- II. Training, communications, and information**
- III. Resource alignment and allocation**
- IV. Assessment and evaluation**



# Alameda County UCSF University of California San Francisco Violence Prevention Structure



# Alameda County Violence Prevention Structure: Sub-Committees



# Evaluation Framework

Assessment of the Blueprint based on UNITY Roadmap which highlights the following areas:

- Political support
- Policies and plans
- Organizational structure
- Resources
- Evaluation and research
- Community engagement
- Communication
- Prevention programming
- Capacity/skills

- **Political support**: High level support for primary prevention strategies and policies to prevent violence
- **Policies and plans**: The existence of a strategic plan and supporting policies designed to: a) reduce risk factors and strengthen resilience factors in the community
- **Organizational structure**: Dedicated staff at the city government level responsible for overseeing coordination of activities and communication between key sectors and a collaborative working group that includes private and public and community sectors.

- **Resources: Allocation of city resources for violence prevention and on ability to raise adequate resources at a sustainable level**
- **Evaluation and research: Effective use of data about violence and evaluation of violence prevention efforts**
- **Community engagement: Engaging community based organizations, youth, and activists in shaping violence prevention policies and efforts.**

- **Communication: Effective communication via multiple channels, building an understanding of effective violence prevention and buy in into prevention strategies and priorities.**
- **Prevention programming: Violence prevention programs that focus on reducing risk factors and bolstering resilience factors**
- **Capacity/skills: Opportunities for training and building the capacity of those involved in youth violence prevention to create sustainable efforts**

# Political Support

**Why hasn't the Blueprint provided the foundation and framework for more effective violence prevention within Alameda County?**

- **A focus on violence prevention as a frontline priority for the county varies across key agencies.**
- **There is a lack a unified vision or a unified commitment to prevention efforts.**
- **The blueprint lacked buy-in from some of the key stakeholders in County government and in the community.**

# **Policies and Plans**

**Priorities for Blueprint policies and plans should:**

- **Develop and enhance coordinated services that focus on resiliency factors, such as programs around employment, re-entry services, and school based initiatives.**
- **Ensure participation of the community in violence prevention work.**
- **Strengthen partnerships between the schools, city departments and agencies and the County violence prevention efforts.**
- **Promote a unified message of what violence prevention is and what efforts it should include.**

# Organizational Structure

**Four Types of leadership identified:**

- **Leadership Council**
- **Supervisor Nate Miley's Office**
- **Violence Prevention Coordinator**
- **General Leadership**

## Resources

- **There are not currently enough resources put toward violence prevention.**
- **The resources that are available are not aligned with or not focused directly in areas identified in the Blueprint, do not target programming in the neighborhoods, and are not connected to the VPC office.**
- **The lack of coordination of resources was attributed to the poor understanding of many agencies of their role in violence prevention.**
- **Valuable resources are already available for violence prevention efforts, but they need to be 1) highlighted, 2) strengthened, and 3) replicated.**

## Evaluation and Research

- **The data committee has existed since 2005.**
- **While this group has been effective in producing data and sharing it amongst the committee, it has remained isolated from the larger framework.**
- **There was little direction given to the data committee from the leadership council.**
- **The lack of strategic planning or the establishment of specific measurable goals, objectives and outcomes made it impossible for the data committee to conduct any type of effective evaluation.**

# **Community Engagement**

- **Current community engagement efforts are not sufficient for achieving successful violence prevention programming in the county.**
- **The lack of capacity/skills training serves as a barrier to engaging community based organizations in the planning and implementation efforts.**
- **Existing structure does not promote collaboration among agencies or between communities with the exception of the two neighborhood sites in Oakland which should be used as a model.**
- **There is a clear need for inclusion of the legal/law enforcement community, including the District Attorney's Office, public defenders, Sheriff's Office, Probation and Parole officers, and prison representatives.**

# **RECOMMENDATIONS**

- **Develop a Detailed Implementation Plan**
- **Redesign the Organizational Structure**
- **Improve the Violence Prevention Coordinator Position**
- **Collaboration**
- **Prevention Programming**
- **Capacity/Skills**
- **Resources**
- **Reinvigorate and jumpstart the County Blueprint Initiative**

## **Develop a Detailed Implementation Plan**

- **A common vision**
- **A detailed strategic workplan with specific outcomes identified**
- **Short, intermediate and long term measurable goals: 1, 3 and 5 year plans with actionable, measurable objectives need to be established.**
- **Inclusion of key stakeholders and players**
- **Documentation of current violence prevention programs**
- **Development and implementation of a clear communication plan**
- **A plan for widespread training of county personnel and community agencies**
- **An evaluation plan and timeline**

## **Redesign the Organizational Structure**

- **More formalized within the county government structure**
- **Reworked so that it inherently builds communication among the different working committees**
- **Facilitates collaboration with city/county agencies not directly involved in committees**
- **Includes more city/county leadership**
- **Includes more community representation**

# **Violence Prevention Coordinator**

- **Consider placing this position in a section of the county government that works with all sections of this structure, such as the County Administrator's Office**
- **The VPC should primarily focus on implementing the Blueprint**
- **The duties of the VPC should focus on building collaborations and facilitating action-planning**
- **The VPC should be the primary County contact person about all things relating to violence prevention**
- **The VPC should have a closer relationship with the leadership council**
- **The VPC should be evaluated every 3 months to assure that progress is being made and to make any necessary changes in the work plan**

# Collaboration

- **Representatives from law enforcement**
- **Personnel from the school districts and city government officials**
- **More city and county agencies**
- **Community based organizations and neighborhood leaders**
- **Representatives from the business/commercial sector**

## Capacity/Skills

- **A formalized structure for interagency collaboration around violence prevention efforts needs to be in place that shares a vision and where collaborators understand their potential role in violence prevention.**
- **Trainings in violence prevention, collaboration and evaluation need to be made available to all of the sectors engaged in violence prevention.**

## Resources

- **Assess current resources devoted to Violence Prevention**
- **Identify the role of each County Agency and Department in violence prevention**
- **Identify needs and gaps in resources in the areas prioritized in the Blueprint**

# **Reinvigorate and jumpstart the County Blueprint Initiative**

- **Tremendous Potential**
- **A missed opportunity.**
- **Momentum has been lost**
- **A plan for reinvigorating and re-energizing the Blueprint initiative as part of the development of a strategic workplan and a communications plan.**



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