

Cleveland's Collaborative on Youth Violence Prevention (The Cleveland Plan)

Revision in Response to National Forum on Youth Violence Prevention DSG Review July 2015 and Site Visit September 2015

Revisions and Updates

The Cleveland Collaborative on Youth Violence Prevention (referred to in this document as **The Cleveland Plan**) is grateful for the feedback provided by our local community and the National Forum on Youth Violence Prevention and has updated *The Plan* document to address concerns noted. Specifically:

- *The Plan's* mission and vision are presented in the introduction (p. 2).
- More detail regarding resident/neighborhood participation has been included (p. 4) and more direct and continuous community engagement has been addressed (p. 7).
- Initial steps have been outlined under the Goals and Objectives section and timelines will be determined by the Steering Committee. Additionally, abbreviated logic models have been appended (p. 5, Appendix E).
- Goal 1 has been reformatted to address questions regarding: governance structure; project leadership; city/county balance; inclusion of parallel services/providers, such as education, child welfare, probation, and the faith-based community (p. 6-8).
- Reentry and sustainability have been addressed in the section labeled Blended Strategies (p. 7 and 11).
- Data has been included from more diverse sources, particularly health and victim data, and the logic models have been included as they reflect alternate data sources that are being considered (p. 20 Appendix A).
- In order to highlight each goal and its objective, the detailed description of existing and new programs has been moved to the appendices (Appendix D).
- Additional citations from extant literature have been incorporated, and a bibliography has been appended to illustrate the research accessed in support and development of *The Plan* (Appendix F).

The development of *The Cleveland Plan* has been an evolving process. As such, information has been condensed to maintain clarity and improve readability of this document. Additional information is available on any aspect of the plan and can be accessed through the City of Cleveland, Office of the Mayor.

This process has, we believe, strengthened our plan and we look forward to continued guidance and technical support.

The Cleveland Plan

The City of Cleveland has a long and rich history of collaboration, community involvement and innovative programs to address youth violence. While the city and surrounding communities have had success in rallying support for a range of violence prevention initiatives, the significant reductions achieved have been primarily short-term and localized. Cleveland recognizes that while there are many promising and evidence-based programs and initiatives already in place in our community, *there exists a need for better systemic coordination of existing and new efforts to maximize limited resources, eliminate redundant efforts, and direct programs and initiatives to areas and populations of need, while maintaining existing evidence-based efforts by focusing on the quality, effectiveness and sustainability of programs and services.*

The National Forum on Youth Violence Prevention can provide the guidance and technical assistance required to design and launch *The Cleveland Collaborative on Youth Violence Prevention (The Cleveland Plan)*, which will align existing and new local initiatives within a multi-year, data-driven, and neighborhood-based multi-disciplinary plan. *The Plan's* mission is to significantly reduce violent crime among youths ages 15-25 in the City of Cleveland by developing a sustainable strategy to coordinate, promote, and/or create evidence-based programs and policies. Our vision is to provide a basis for coordinated action across an array of domains – city and county, public and private, foundations and service providers. *The Plan* will incorporate the voices of youth, residents, and neighborhoods, and rely on data-driven decision-making to ensure that policies and programs are working, address gaps in services, and target populations most in need of support. Drawing examples from several National Forum cities, such as Salinas, Seattle and Minneapolis, *The Cleveland Plan* has decided to adopt a public health approach to violence prevention – employing a multi-layered strategy to contain, treat, and prevent the spread of the disease of violence.

The Plan, presented below, represents the convergence of many data-streams – weaving together ideas gathered at community listening sessions; data from the Cleveland Department of Police, Cleveland Metropolitan School District (CMSD), and the Cleveland Department of Public Health; and lessons learned from existing initiatives, such as the Defending Childhood Initiative (DCI) and Stand Together Against Neighborhood Crime Everyday (STANCE); examples among a broader list of partners and participants, (Appendix C). As demonstrated through the site visit process, *The Cleveland Plan* has already begun to build a broad base of support. Shepherded by Mayor Frank Jackson, *the Plan's* co-conveners are community, city, county, court, police, corporate, and non-profit decision-makers and leaders (Appendix B). Each has been selected not only for his/her ability to influence or direct change, but also to engage and energize the diverse populations and key constituencies needed to address the problem of youth violence.

Youth Violence. *The Cleveland Plan* focuses on chronically impoverished, inner-city neighborhoods with the highest youth violence. In 2010, the census bureau reported there were 1.2 million people in Cuyahoga County and 396,815 in the City of

Cleveland. Cleveland's urban conditions are among the harshest in the United States. American Community Survey reported that in 2014 Cleveland was the second poorest city in the United States. U.S. Census Bureau 2014 estimates showed that 34.2 percent of individuals in Cleveland live below the poverty level; 53.3 percent are African American; and 37.3 percent are white. The effects of poverty in Cleveland's inner city are exacerbated because Cleveland has the third lowest high school graduation rate among America's 50 largest cities, just 34 percent. In the face of such a high level of risk imposed on Cleveland's youth, *The Cleveland Plan* cannot delay in responding to crises facing our youth and neighborhoods.

The estimated rate of violent crime in the city of Cleveland is 1,384 per 100,000 persons – more than three times the national average of 403.65. Cleveland's 2013 violent crimes included 3,540 robberies; 2,313 aggravated assaults; 538 rapes; 88 murders and non-negligent manslaughters; and 6,479 total violent crimes. From 2009 through 2013 data shows in the City of Cleveland there were 27,677 shots fired; from 2009 through 2013 data shows there were 20,120 crimes involving a gun. Violence in Cleveland had been on the decline; however, over the past nine months we, like many cities, have witnessed a surge in violence, specifically gang and gun violence. Newly released figures from the Division of Police show a city-wide increase in homicide (24%) and homicide with firearm (34%), and felonious assault with firearm (32%), among other crime categories, compared to last year (Appendix A, Chart 6). The increase in violence experienced here in Cleveland is specifically located in five neighborhoods.

As reflected in the figures and tables contained in (Appendix A), areas where the highest concentrations of overall crimes occur are also areas with the highest concentrations of youth arrests. Additional figures and tables highlighting violent and felony crime rates for youth 15-25 in Cleveland also are provided in (Appendix A). Partners including Health Cleveland Initiative (a project of the city, Cleveland Clinic, MetroHealth, St. Vincent's Charity, and University Hospital) and the city's Department of Public Health have drawn the connection between health disparities and violence hot-spots. Their data show that the areas of concern for violence correlate to neighborhoods with higher levels of lead paint, housing shortages, and restricted access to nutritious food, linking violence to environmental factors while also tracing the impact of trauma on the community. Not surprisingly, high school graduation rates and youth employment assessments also track along with violence and violent victimization.

Core Principles & Plan Development.

We believe the youth violence prevention programs currently implemented had been aiding in the overall reduction of youth arrests seen over the past five years and will be key to regaining significant declines. However, youth violence prevention must be viewed through a comprehensive frame, including universal, selected, and targeted approaches cutting across multiple disciplines. Creation of *The Cleveland Plan*, and participation in the National Forum on Youth Violence Prevention, allow for a more transparent information sharing process, linking programs into a continuum of service,

and incorporating new and innovative strategies to effectively address the youth violence being experienced in our neighborhoods today.

The Cleveland Plan is anchored by three core principles:

1. A multi-dimensional approach across disciplines, systems and levels (e.g. individual, family, schools, neighborhoods), spanning prevention, intervention and interdiction, and reentry.
2. Strengthening existing evidence-based programs combined with the implementation of new promising and evidence-based programs that address gaps in services to our target population and support our core objectives.
3. Support significant neighborhood-based input and data-driven decision-making.

Our work to date has relied heavily on this third principle. The City of Cleveland has been engaged in community listening sessions since 2014, with the most recent session having been held on Saturday, September 19th at five city recreation centers. The meetings were led by the Cleveland Peacemaker's Alliance, police, and faith and community leaders. Information gathered at these sessions has been integrated along resident recommendations from other major initiatives, such as the Byrne Criminal Justice Initiative (BCJI), Healthy Cleveland Initiative and DCI, have provided valuable guidance and insight in the development of this plan. *The Plan* also builds on the neighborhood-focused work of the National Institute of Child Health and Human Development funded Stokes Greater Cleveland Consortium for Youth Violence Prevention, a community-based participatory research (CBPR) model initiated in 2007 and continuing to the present. Finally, The Cleveland Plan draws on past local successes, emanating from our ongoing Comprehensive Anti-Gang Initiative (CAGI, started in 2006) which now is named STANCE, operating under the umbrella of the office of the US Attorney for the Northern District of Ohio.

Our constituencies have dictated that The Plan be neighborhood-informed; coordinated; evidence-based; data-driven; efficient (cost-beneficial); and flexible.

Selection of the Plan Target Population. Due to system fragmentation, residents are not always aware of new initiatives or programs in their communities. The lack of systemic coordination of initiatives and programs dilutes their positive and effective impact upon crime and violence in certain neighborhoods. However, pooling resident input information from the various projects above identified two key findings: residents want to feel safer but felt that we do not focus our resources and strategies on “guns and gangs”; they further indicated that while intervention and interdiction are crucial, residents want strategies to keep inner-city youth in school, improve their opportunities to graduate and find meaningful employment and/or vocation.

Therefore, *The Cleveland Plan* has identified youth 15-25 years old as our target population in Cleveland. They have the highest rates of violence victimization and perpetration, but the fewest available support services and programs. This age group represents one of the biggest gaps in Cleveland's continuum of services and activities that address youth violence, particularly gang-related and firearm violence (see

Appendix D). While our plan includes many existing programs and initiatives the implementation of new efforts will focus on addressing the needs of 15-25 year olds and the activities, supports and resources needed to reduce violence victimization and perpetration in this age group.

Selection of the Public Health Model. The public health model provides a framework for both understanding the causes of violence and preventing its transmission. The model works by both addressing the health and safety of individuals, but also identifying underlying risk factors for both violent perpetration and victimization. Long championed by the CDC as an approach to violence prevention, the public health model provides a framework for systematic inquiry and evaluation that is flexible enough to seek input from public and private organizations, as well as community residents. The public health model challenges silo thinking, encouraging collaborations across multiple disciplines and services – blending more traditional violence prevention, intervention, and enforcement strategies with services to aid re-entry, provide access to health and mental health screening and treatment, engage youth in school and vocational training, and build community efficacy.

Research & Evaluation Partnership. The Cleveland Plan has engaged a long-time university collaborator as a research partner and evaluator. Faculty and research staff from the Begun Center for Violence Prevention, Research and Education at the Jack, Joseph and Morton Mandel School of Applied Social Sciences (MSASS) at Case Western Reserve University have participated in all of the core planning and implementation activities, and has worked on the integration of literature to support and guide evidence-based programs and policies. They also currently serve as research or evaluation partner to several initiatives that will be maintained in *The Plan*, including but not limited to: DCI, BCJI; Cleveland's long-standing My Commitment/ My Community youth development initiative; the Cuyahoga County Juvenile Court's Behavioral Health/Juvenile Justice Initiative (BHJJ); the Police Assisted Referral (PAR) program with the Cuyahoga County Metropolitan Housing Authority; STANCE and the Project Safe Neighborhood (PSN) initiative. Led by Dr. Daniel Flannery, the Begun Center will continue to serve on the Coordination Team (see Goal 1 and Appendix B) and coordinate efforts to gather appropriate outcome and indicator data to track the implementation and success of continuing and new *Cleveland Plan* programs and activities.

Goals & Objectives

The following goals and objectives represent the core activities and programs of *The Cleveland Plan*. Each goal area contains a narrative summary with literature referenced (where appropriate); a list of key activities that will continue to be supported, as well as new activities identified as potential matches to address the identified gaps in Cleveland's continuum of services for youth ages 15-25; and selected priority indicators/benchmarks. The priority indicators are data-points currently collected by or shared with the research partner and will be able to be tracked from the start of implementation. We anticipate expanding these to include more robust and diverse data

once the Coordination Team has constituted Working Groups for each goal and data-sharing agreements have been established. Currently, verbal commitments have been made to share data from the Department of Public Health, the Northern Ohio Violent Crime Consortium (NOVCC), and the Northern Ohio Trauma System Registry (NOTS). Additionally, the research partner is exploring dashboard indicator information from partners serving youth and families (such as Families and Children First Council [FCFC] and DCI).

As described in Goal 1, the feedback and site visit process have been helpful in cementing the leadership structure of *The Plan*. Though the **Establishment of an accountable, transparent, and sustainable structure that process collective decision-making regarding the reduction and prevention of youth violence** is a long-term goal, the formation of this body and support from key partners was deemed necessary in order to provide a platform for goals 2-4. The Steering Committee has determined that the detailed logic models produced by the research partner will serve as the work plan for the first 90-days after approval of the initial plan. This will allow time for the Steering Committee and Coordination Team to constitute the Work Groups, assign preliminary tasks, and establish data-sharing agreements where appropriate. Please note that abbreviated versions of the logic models have been appended to this document.

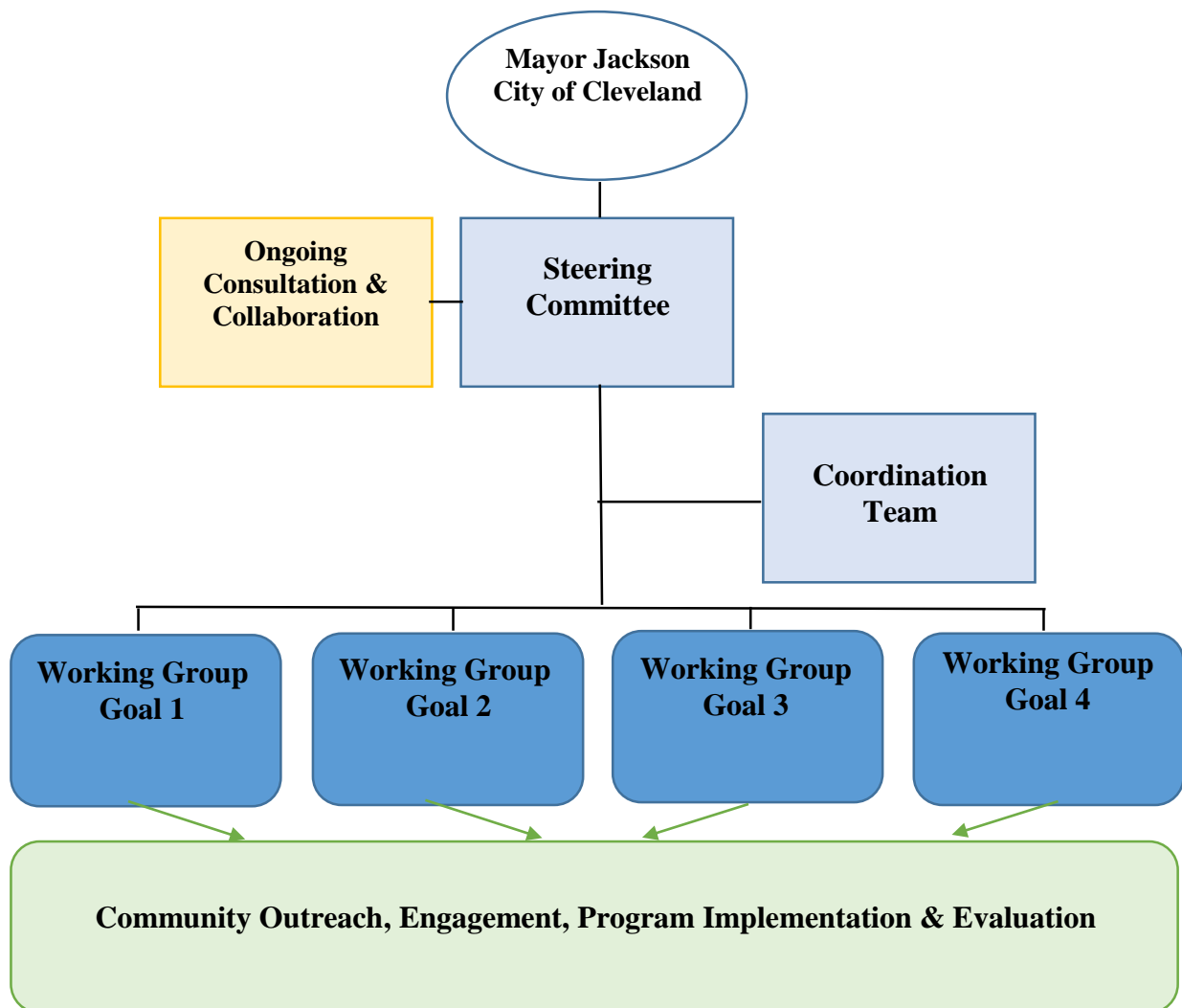
Goal 1: Establish an accountable, transparent, and sustainable governance structure that provides collective decision-making regarding the reduction and prevention of youth violence.

The Cleveland Plan is supported by an administrative structure that reflects its systematic approach and inclusive focus. The work of *The Plan* is driven by five bodies that, taken together, represent the membership of the collaborative as a whole (see diagram below). In order to maximize reach and resources, *The Plan* will be chaired by Mayor Frank Jackson, and co-convened through the city's Division of Community Relations by a team of eight individuals including representation from key city offices and county agencies, the Court of Common Pleas, Cleveland's Division of Police, and community and private sector leadership (Appendix B). Co-conveners have been selected due to the individual's ability to influence or direct change, and to engage the diverse populations and key constituencies needed to address the problem of youth violence.

The Cleveland Plan has evolved a managerial structure pulling from the successes of both the STANCE and DCI. STANCE functions under the auspices of the US Attorney Office for the Northern District of Ohio PSN program with support from the Partnership for a Safer Cleveland, while DCI is housed and operated by the Cuyahoga County Department of Justice Affairs the co-chair for both efforts is the Northern District of Ohio U.S. Attorney Steven M. Dettelbach. The Cleveland plan differs from DCI and STANCE because of its comprehensive nature and focus. The Cleveland Plan will concentrate on high crime neighborhoods and the significant youths and young adults age 15-25 in the City of Cleveland. It was decided to house the managerial structure

with the city, while incorporating systematic and deliberate roles for the Begun Center at Case Western Reserve University, the Partnership for a Safer Cleveland, Cuyahoga County and federal partners in both leadership (Steering Committee and Coordination Team), as well as participation on planning, implementation and evaluation teams (Work Groups, Ongoing Consultation and Collaboration). Additional, participation of city residents, both adults and youth, will be coordinated through Cleveland’s Community Relations Board. The DCI (2011) and STANCE (2006) have established public and private partnerships to sustain their efforts, we believe *The Cleveland Plan* to have an administrative structure that will support long term functioning because of its e comprehensiveness and established measureable metrics.

The Plan’s managerial structure is depicted below. The Plan’s Steering Committee will be convened by Mayor Frank Jackson. This committee will be housed in the City’s Community Relations Board and comprised of the co-conveners (Appendix B). The Steering Committee will meet quarterly to provide administrative leadership, the opportunity to review The Plan’s progress, and set strategic assignments and direction.



The Coordination Team will meet on a monthly basis to coordinate the work of The Plan, specifically tasks to be undertaken by the Working Groups. The Coordination Team is led and supported by the co-conveners appointed by the Mayor. Coordination Team members include all partners participating in The Plan. In conjunction with the City of Cleveland, The Partnership for a Safer Cleveland and Begun Center for Violence Prevention Research & Education will serve as the managers of this team.

Working Groups will meet as needed to implement specific activities and/or strategies as set out in the work plan. The Working Groups will be composed of members representing all sectors of the community, including: business, faith-based leadership, philanthropy, health and human services, as well as community youth and families.

Ongoing Consultation and Collaboration with other local initiatives will occur through executive session with The Plan's leadership and will offer opportunities for feedback and input on the continuing work and direction of The Plan. Community Outreach and Engagement to establish public/private partnerships is a core component of The Plan. Working Groups will partner with core constituencies, potential new members and collaborators, expanding its reach into the community.

Inclusion of Residents and Parallel Services/Providers. The Plan has made a concerted effort to ensure broad representation from community residents (both youths and adults), multi-disciplinary partners, and parallel initiatives and services. A community member, with special concern for reentry issues has already been named to the Steering Committee as a co-convenor. Additional youth and adults from the community will be recruited to participate on Working Groups and residents will also be solicited for feedback and information as part of the consultation and engagement processes. The Steering Committee members, similar to the co-conveners described above, have been selected based on collaboration participation and ability to leverage contacts. Within the co-conveners and Steering Committee members there is direct access to the City's Department of Public Health, the Cleveland Metropolitan School District, Juvenile Court, Probation, the county's Department of Families and Children Services, faith-based leaders, police, and a host of philanthropic partners (among other key organizations and services).

During the feedback process with both community members and the National Forum on Youth Violence Prevention it was noted that earlier iterations of The Plan focused more heavily on prevention, intervention, and enforcement. Our Steering Committee has broadened its view on the needs of the formerly incarcerated population and have agreed to partner with the Cuyahoga County Office of Reentry and STANCE. Coordination with reentry providers will occur through the STANCE executive committee under their programmatic priorities of prevention, enforcement, and reentry. Additional partners, such as Edwin's (a local reentry vocational service organization), Lutheran Metropolitan Ministry, and the Ohio Department of Rehabilitation and Correction have been approached to participate. Finally, both the city and county fund a joint coordinated reentry office to help individuals in prison plan for their release, find housing and employment, and connect with services.

Primary Indicators:

Process	Outcome
<ul style="list-style-type: none">• # of Steering Committee meetings• # of Coordination Team meetings• # of Working Group meetings• # community participants (adult, youth)• # of community meetings to discuss elements of The Plan<ul style="list-style-type: none">○ Sponsored by The Plan○ Collaborator meetings discussing The Plan	<ul style="list-style-type: none">• Creation of detailed work plans/timelines• Quarterly evaluation of process and achievements• Yearly outcome assessment

Benchmarks:

- The Steering Committee and Coordination Team will meet within the first 30 days of implementation.
- Working Groups will be established within the first 60 days of implementation.
- A work plan/timeline will be presented to the Steering Committee for review within the first 90 days of implementation.
- The Plan will establish a data-driven violence prevention strategy within the first year of implementation.

Goal 2: Utilize a public health model to support a data-driven neighborhood-based violence prevention strategy.

Like most communities, Cleveland is quick to react to incidents of violence; however, reactive programs exacerbate the problem of fractured programming. The Plan grew out of the realization that we, as a caring community, have created a myriad of violence prevention programs – many that are promising or evidence-based – but these largely exist without the benefit of a community system of coordination to maximize resources, eliminate redundant efforts, and direct services to populations of need. We have no systematic mechanism to improve the quality, effectiveness and sustainability of existing programs and services; nor can we easily create new efforts to respond to evolving need. Goal 2 of the Plan focuses on dissemination of the public health model to strengthen existing programs and provide capacity (training, forum, etc.) for programs to more effectively communicate and/or provide coordinated service to at-risk youth. By developing a community-wide system to collect, analyze, and disseminate community indicators of violence, program data, and resident feedback, The Plan seeks to leverage existing services to address current and future needs, create a system to monitor

violence prevention efforts, and hold stakeholders accountable for community-wide change.

The core elements of a public health model are prevention, intervention for at-risk youth, and activities targeted to those already involved in public systems and treatment. The existing and new activities below represent a swath of services that address the public health model and the goals of the National Form on Youth Violence Prevention – prevention, intervention, enforcement, and reentry.

Existing Activities: Big Brothers/ Big Sisters mentoring programs; Broadway/Slavic Village (P-16); Cleveland Transformation Plan: The Portfolio Strategy of the Cleveland Metropolitan School District; Family Children First Council (FCFC); Healthy Cleveland; Invest In Children (IIC); Max Hayes vocational programs (CMSD high school); My Commitment/My Community (MyCom); Northern Ohio Violent Crime Consortium (NOVCC); Edwins; Ohio Department of Rehabilitation and Correction; Prevention Research Center for Healthy Neighborhoods (CWRU School of Medicine); Stand Together Against Neighborhood Crime Everyday (STANCE).

New Activities: Coordination and evaluation of prevention and school-based mental health services (Cuyahoga County Mental Health Board); MyCom 2.0; community awareness campaign.

Primary Indicators:

Process	Outcome
<p>Develop a data-driven, neighborhood-based violence prevention strategy, depending on available resources, as measured by:</p> <ul style="list-style-type: none"> • Formation of a single planning board to address violence prevention strategy. • # Recruitment/participation of partner agencies/programs • # Neighborhood-based planning/listening sessions. 	<p>Reduce instances of youth perpetrated violence, as measured by:</p> <ul style="list-style-type: none"> • Police data on violent offending by neighborhood and age of offender • Court records of violent offenders in target population (15-18 year-olds) <ul style="list-style-type: none"> ○ 15-18 Juvenile Court – cases filed, charge, disposition, sentence/diversion ○ 18-25 Criminal Court – cases filed, charge, disposition, sentence

Benchmarks:

- Increase coordination of services for 100 youth per year from high-risk neighborhoods.
- Reduce youth violence by 10% in the first three years of the Plan.

Goal 3: Advance community and police relations through community empowerment, community skill building and police training, and proactive use of multi-disciplinary approaches to community problem solving.

Our early efforts have clearly found that residents feel violence prevention initiatives – from programs at recreation centers and human service agencies to police – must regain the trust of youth and adults. Many have indicated that a feeling of hopelessness and a sense of not being able to rely on law enforcement has contributed to the rise of violence over the past nine months. Other have stated that resources must be targeted to youth and young adults. This information has been instrumental in identifying Plan partners, both those providing existing evidence-based programs and those potentially offering new services to address the problem of youth violence.

The existing and new activities described below have taken/will take an active role in promoting police-community relations through neighborhood-focused programming targeting both adults and youth.

Existing Activities: Byrne Criminal Justice Innovation Program (BCJI), including community forums; Central Choice Transformation Plan including nine Transformational Directives for neighborhood, building upon existing community assets, and reflective of the wants and needs of residents (established through a HUD Choice Neighborhoods planning grant); City of Cleveland Mayor’s Youth Council; coordinated services for victims of domestic and sexual violence (Cuyahoga County Family Justice Center); District Zone Committees (district-based police-community relations committee); Family and Children First Council (FCFC) Youth Advocacy leadership council; coordination of youth engagement activities between MyCom and FCFC; Neighborhood Collaboratives (Cuyahoga County Department of Children and Family Services); Police Assisted Referral (PAR) program in Cuyahoga Metropolitan Housing Authority (CMHA).

New Activities: CDP body-cameras (beginning February 2015); enhanced police training to improve community-police relations (City of Cleveland and Department of Justice); collaborations with the END (faith-based community initiative being developed by Rev. C.J. Mathews); alignment of youth councils with existing police district community relations committees; BCJI CDP zone car reporting housing code violations and identifying dilapidated housing; Cleveland Neighborhood Progress (CNP); Our SPACE a resident created council for BCJI (a strategy of Cleveland’s BCJI initiative); expansion of PAR to the 4th police district; improved data collection and tracking of community complaints and use of force incidents CPD (CPD Office of Professional Standards Civilian Police Review Board); youth focused police training *Policing the Teen Brain*.

Primary Indicators:

Process

Improve police-community relations, as measured by:

- # of police-community events

Outcome

Police interact with individuals, especially youths ages 15-25, with respect and fairness, as measured by:

- # of times police hold/attend community meetings
- Align with outcomes recorded under the auspices of the Community Police Commission/Police Review Board
 - # meetings
 - # cases
 - # complaints
 - # lawsuits filed against the city due to officer actions, especially as filed by or on behalf of 18-25 year olds

Increased police training, as measured by:

- # of training sessions
- # of peer trainers trained
- # of trainings peer trainers conduct
- # of officers trained

Benchmarks:

- To consistently collect measures of police-community relations
- To provide at least 2 workshops or conferences per year aimed at improved community skill building and community efficacy.
- To train all Cleveland Division of Police in communication strategies for engaging youth using an evidence-based program.

Goal 4: Support community engagement of, and delivery of services for under-served and at-risk populations, particularly 15-25 year olds.

Again, based on information gathered from a variety of community listening sessions, The Cleveland Plan has elected to focus its efforts on under-served and at-risk youth ages 15-25. Residents perceive (and data supports) that these youth – particularly those without educational or vocational resources – are more likely to be victims or perpetrators of violence; however, residents have called for strategies that move beyond suppression to include social support, vocational training, anger management, and health services. Additionally, residents have identified a need for assistance in constructing meaningful avenues for individuals returning from jail and prison to engage again in the community. This final goal, builds on the successes of the

- Youth/participant surveys from Juvenile Justice Jeopardy.

Reduce instances of youth perpetrated violence, as measured by:

- VGRIP data
 - by age of offender apprehended
 - # of guns taken off the street in selected neighborhoods
 - # drugs confiscated
 - # arrests, specific to gang affected neighborhoods
 - # calls for services: shots fired, firearm involved incidents

earlier parts of The Plan to focus intervention and prevention services to this selected population.

Existing Activities: Behavioral Health Juvenile Justice; Children Who Witness Violence (CWWV); Closing the Achievement Gap (CTAG); Cuyahoga Tapestry System of Care (SOC); Defending Childhood Initiative (DCI); Juvenile Detention Alternatives Initiative (JDAI); Juvenile Fugitive Safe Surrender (FSS); Operation Focus (City of Cleveland); Operation Night Light; Cuyahoga Community College.

New Activities: MetroHealth Medical Center Emergency Department intervention program; (MetroHealth also maintains the Northern Ohio Trauma Registry [NOTS]); recommend State of Ohio expansion of welfare benefits eligibility to 16- 24 year-olds; support the diversion of youth to respite care from detention for youth charged with domestic violence; and new Cuyahoga County juvenile drug court.

Primary Indicators:

Process	Outcome
Coordinate services for high-risk youths, as measured by: <ul style="list-style-type: none">• Coordination of services among programs serving public systems and treatment involved youth ages 15-25• # of provider meetings• # of youth jointly served	Increase youth academic success, including increased graduation rates/obtaining GED, as measured by: <ul style="list-style-type: none">• CMSD truancy/attendance data• ODE drop-out data, GED completion, HS graduation• Cuyahoga Community College enrollment Connect more youth to employment, job training, and post-secondary education opportunities, as measured by: <ul style="list-style-type: none">• Ohio DJFS/Ohio Means Jobs/Youth Workforce Development (expanded to 25 year olds)

Benchmarks:

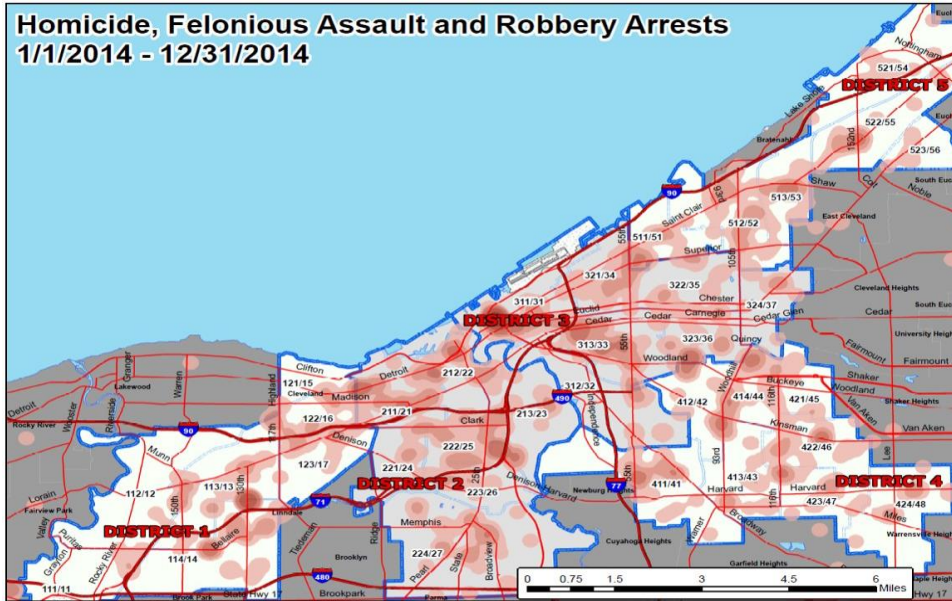
- To increase Ohio Means Jobs and workforce development slots for under-served and at-risk youth ages 15-25 by 10%.
- To increase the high school graduation rate for youth in the city of Cleveland by 5% in the first three years of The Plan.

Appendices

Appendix A – Figures & Tables.....	p. 15
Appendix B – Steering Committee & Coordination Team List.....	p. 22
Appendix C – Partner List.....	p. 23
Appendix D – Existing & New Activities by Goal.....	p. 27
Appendix E – Logic Models by Goal.....	p. 34
Appendix F – Plan Bibliography.....	p. 45

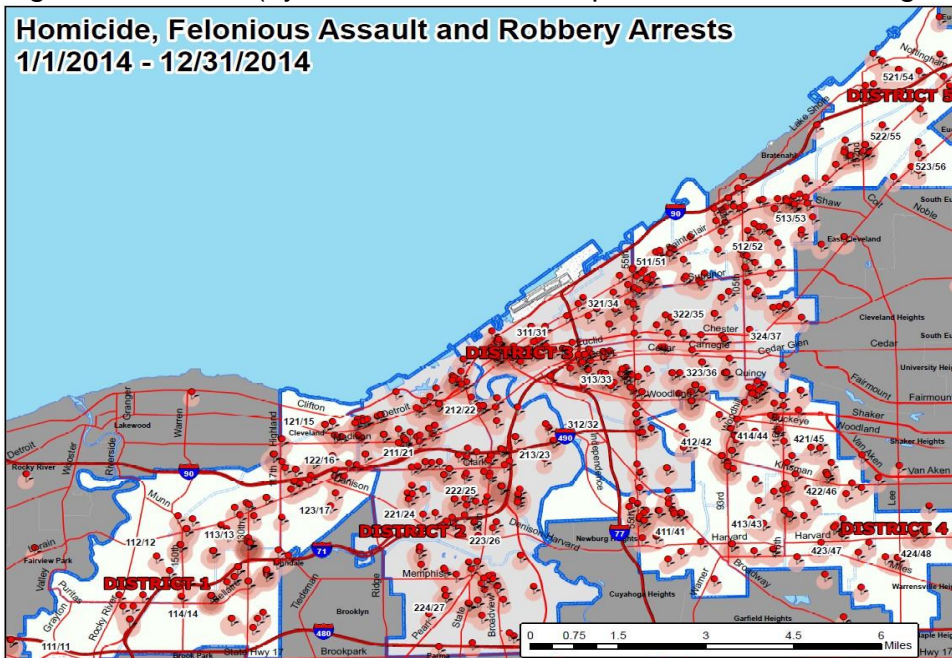
Appendix A Figures & Tables

Figure 1. Homicides, Felonious Assaults & Robberies (by density Cleveland, police districts 1 through 5)



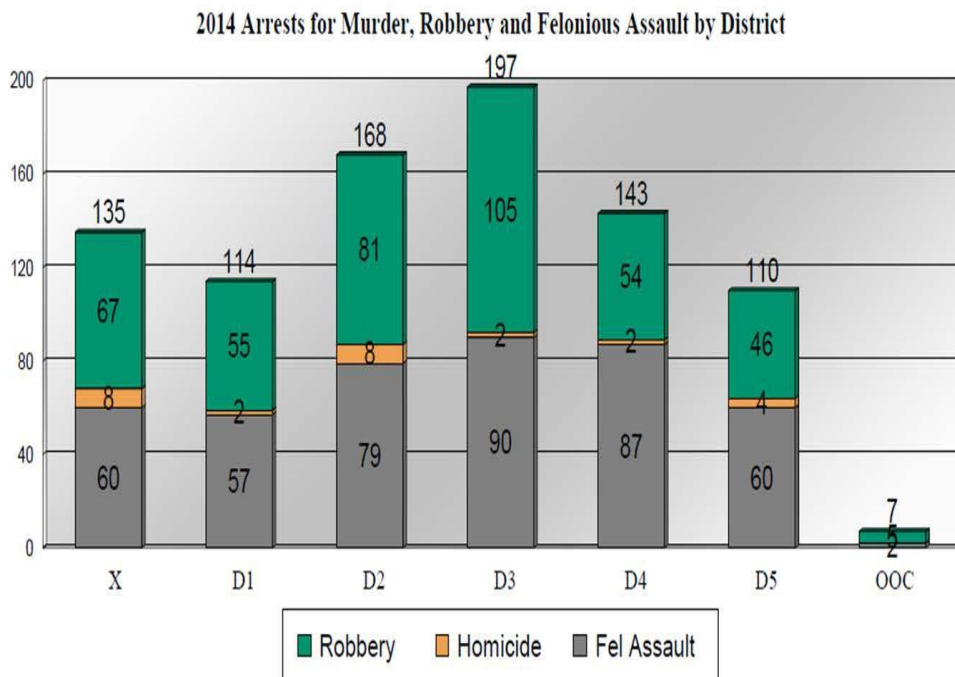
(Source: Cleveland Division of Police, 2014)

Figure 2. Crimes (by location, Cleveland, police districts 1 through 5)



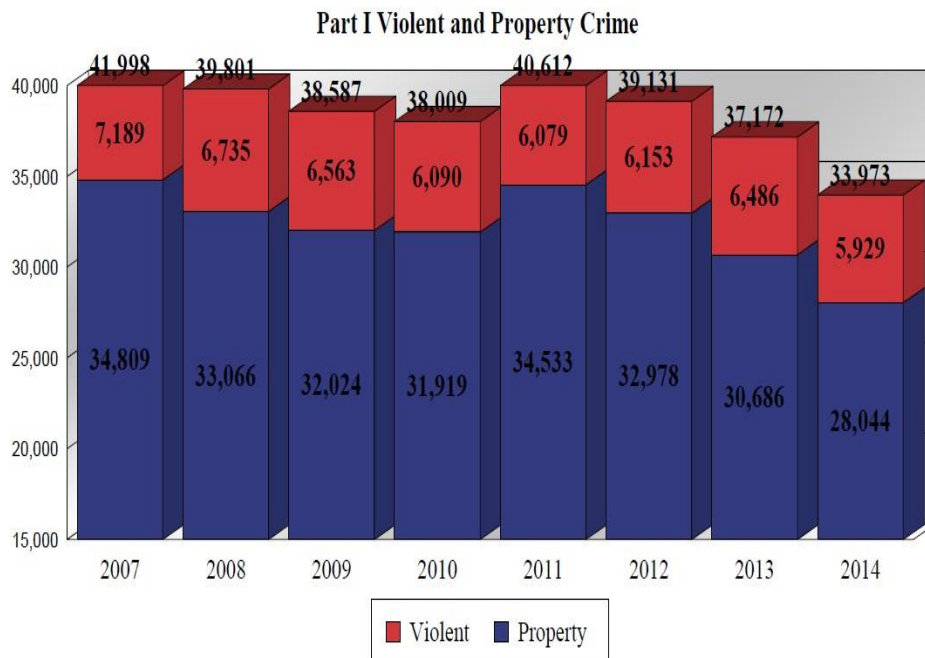
(Source: Cleveland Division of Police, 2014)

Chart 1. Arrests for Murder, Robbery, & Felonious Assault (by police district, Cleveland)



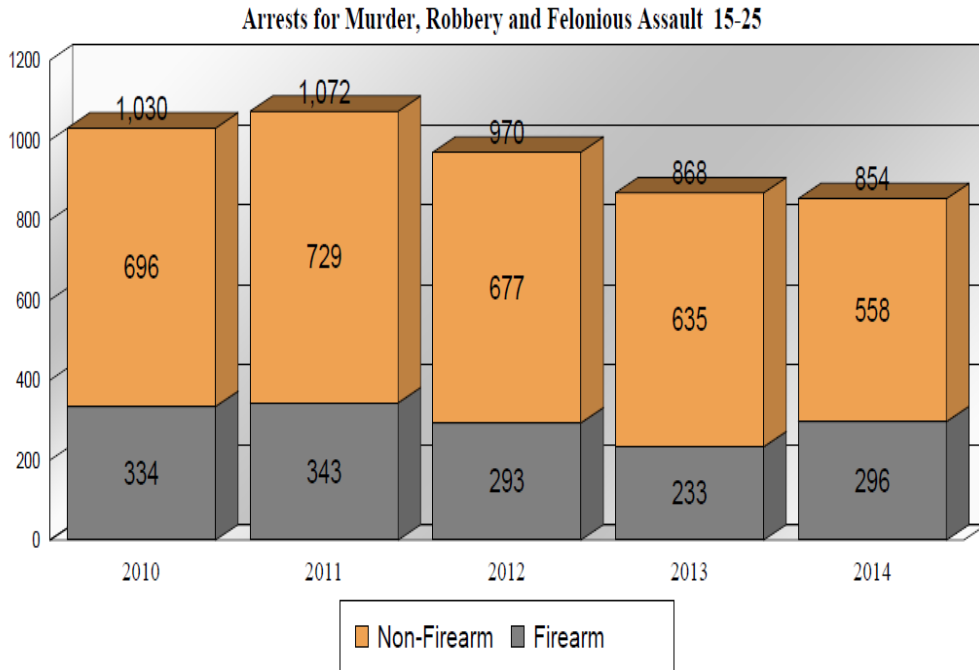
(Source: Cleveland Division of Police, 2014)

Chart 2. Part 1 Violent & Property Crimes (by year, Cleveland)



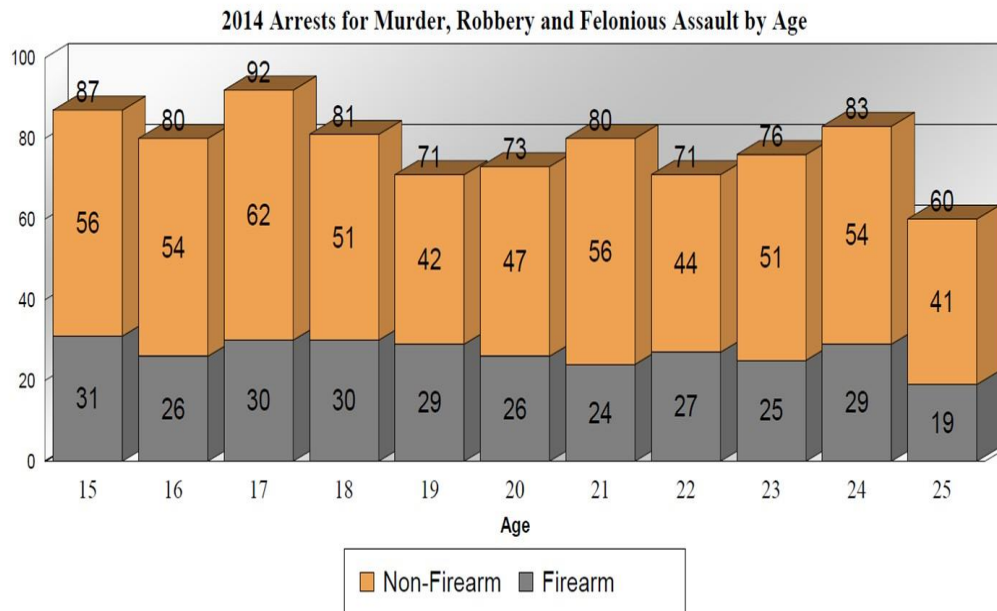
(Source: Cleveland Division of Police, 2014)

Chart 3. Arrests & Violent Crime, Target Population 15-25



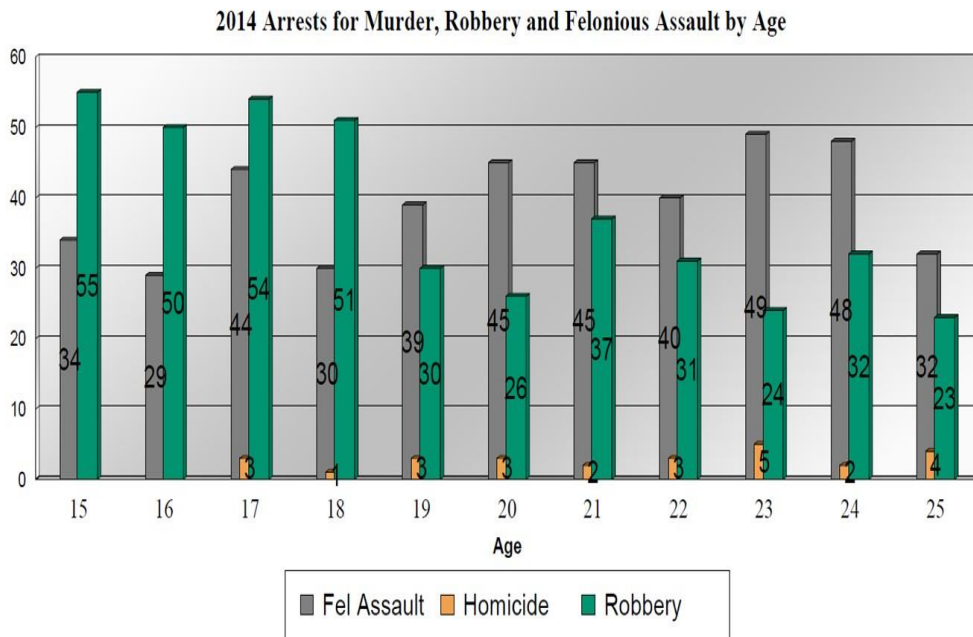
(Source: Cleveland Division of Police, 2014)

Chart 4. Arrests for Murder, Robbery & Felonious Assault (by age & firearm status)



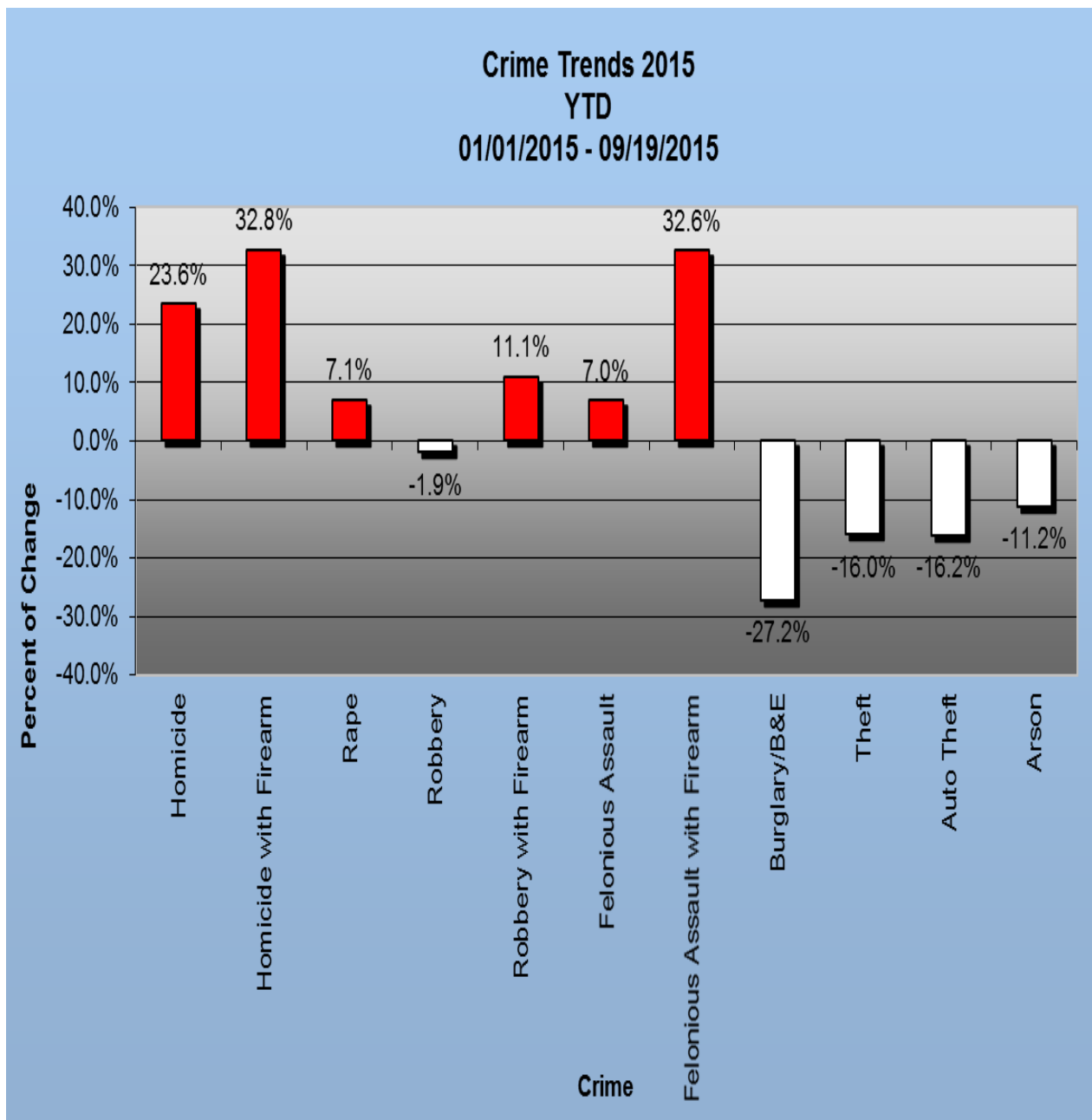
(Source: Cleveland Division of Police, 2014)

Chart 5. Arrests for Murder, Robbery & Felonious Assault (by age)



(Source: Cleveland Division of Police, 2014)

Chart 6. Crime Trends 2015 Year to Date.



(Source: Cleveland Division of Police, 2015)

Cleveland Department of Health Data

Violence

For the month of June 2015, in Cuyahoga County, there were 616 cases that reported to the Emergency Room (ER)/Urgent Care (UC) for violence related reasons. This is an 11.4% decrease from the number of cases in May 2015.

- Of the 616 cases, 50.6% were female, 49.4% were male. The youngest case was a one year old, and the oldest case was 115 years old. The single ages with the highest number of cases was ages 21 and 24, both at 4.7%
- Males, ages 27-64, made up the largest percentage of cases at 29.8%. Females ages 18-26 accounted for 16.8% of cases for June.
- 25.8% of the cases came through Metro Health Medical Center. 11.2% of cases were through UHHS Case Medical Center.

Gunshot

For the month of June 2015, in Cuyahoga County, there were 58 cases who reported to the Emergency Room(ER)/Urgent Care (UC) for gunshot-related reasons. This is a 3.6% increase in cases from May 2015.

- Of the 58 cases, 91.4% were male, and 8.6% was female. The youngest case was below the age of one year, and the oldest case was 68 years old. The single age with the highest number of cases was age 29 at 10.3%.
- The largest percentage of cases were male, ages 27-64, at 44.8%.
- 46.6% of cases were through Metro Health Medical Center. 17.2% of cases were through UHHS Case Medical Center.

ER/UC visits related to Violence, June 2015 (10 highest by Zip Code) Cleveland

44102 53	44108 29
44104 42	44111 29
44105 42	44106 28
44109 38	44120 26
44103 29	44110 20

Table 1. Part 1 Juvenile Crimes, 2008 – 2014

	2008 Through Dec 31	2009 Through Dec 31	2010 Through Dec 31	2011 Through Dec 31	2012 Through Dec 31	2013 Through Dec 31	6 Year Average	2014 Through Dec 31	Change From 6 Yr Average	YTD Change
Homicide	102	120	72	75	98	88	92.50	102	10.27%	15.91 %
Rape	537	486	483	470	533	538	507.83	507	-0.16%	-5.76 %
<i>Robbery no Firearm</i>	1748	1705	1598	1572	1676	1866	1694.17	1729	2.06%	-7.34 %
<i>Robbery w/ Firearm</i>	2091	1879	1619	1635	1609	1685	1753.00	1369	-21.91%	-18.75 %
Robbery	3839	3584	3217	3207	3285	3551	3447.17	3098	-10.13%	-12.76 %
<i>Fel Assault no Firearm</i>	1603	1699	1735	1679	1547	1659	1653.67	1546	-6.51%	-6.81 %
<i>Fel Assault w/ Firearm</i>	658	682	586	654	693	658	655.17	682	4.10%	3.65 %
Fel Assault	2261	2381	2321	2333	2240	2317	2308.83	2228	-3.50%	-3.84 %
<i>B&E Burglary</i>	3631	2892	3093	3533	3117	2883	3191.50	2409	-24.52%	-16.44 %
<i>Residential Burglary</i>	5847	6618	7005	7420	6951	5775	6602.67	4973	-24.68%	-13.89 %
Burglary	9478	9510	10098	10953	10068	8658	9794.17	7382	-24.63%	-14.74 %
<i>Theft from MV</i>	1809	2092	1783	1769	1485	909	1641.17	854	-47.96%	-6.05 %
Theft	17676	17916	17798	19037	18701	17456	18097.33	16293	-9.97%	-6.66 %
Grand Theft MV	5377	4194	3633	4219	3898	4240	4260.17	4046	-5.03%	-4.58 %
Arson	535	404	390	324	311	332	382.67	323	-15.59%	-2.71 %

(Source: Cleveland Division of Police, 2014)

Table 2. Cleveland City-Wide Juvenile Arrests (18 years old or younger), 2009-2013

	2009	2010	2011	2012	2013	Total
All Other Offenses	566	430	306	190	175	1667
Arson	8	3	4	2	3	20
Burglary	196	229	217	222	114	978
Contempt or Warrant	18	18	11	12	7	66
Crimes Against Family	11	16	7	6	4	44
D.W.I.	0	0	1	1	0	2
Disorderly Conduct	80	60	37	13	50	240
Drunkenness	3	3	2	1	0	9
Embezzlement	2	2	3	1	0	8
Fel Assault	146	174	123	77	71	591
Forgery	5	1	0	0	1	7
Fraud	0	2	1	1	0	4
Gambling	7	3	0	0	0	10
Grand Theft MV	165	100	74	45	72	456
Homicide	19	1	3	6	7	36
Liquor Laws	4	5	3	5	3	20
Narcotics	235	216	81	78	64	674
Other Assault	468	476	426	353	336	2059
Prostitution	1	1	4	0	1	7
Rape	21	24	12	19	17	93
Robbery	214	196	196	169	216	991
Sex Offenses	5	13	7	8	15	48
Stolen Property	61	47	35	70	48	261
Theft	182	165	155	152	116	770
Vandalism	82	55	51	48	29	265
Weapons	154	129	92	91	80	546
Total	1828	1657	1281	1107	1048	6921

Appendix B

Steering Committee & Coordination Team List

Executive Chair: Frank Jackson, Mayor

Co-Conveners: Blaine Griffin, City of Cleveland
Dave Merriman, Cuyahoga County
Charles See, Cleveland resident
Kristin Sweeney, Judge Juvenile Division
Michael Walker, Partnership for a Safer Cleveland
Calvin Williams, Chief, Cleveland Division of Police (CDP)
Rep for corporate leadership
Rep for news/media

Committee Members:

- Nelson Beckford, St. Luke's Foundation
- Lisa Bottoms, The Cleveland Foundation
- Eugenia Cash, The Alcohol, Drug Addiction and Mental Health Services (ADAMHS) Board of Cuyahoga County
- Jimmy Gates, Pastor Zion Hill Missionary Baptist Church
- Freddie Collier, Cleveland City Planning Commission
- Hank Davis, Peacemaker's Alliance
- Duane Deskins, Cuyahoga County Prosecutor's Officer
- Wayne Drummond, Deputy Chief CDP, Field Operations
- Marcia Egbert, The George Gund Foundation
- Daniel Flannery, Case Western Reserve University
- Collen Gilson, Cleveland Neighborhood Progress
- Jakolya Gordon, Defending Childhood Initiative
- John James, Cleveland City Council
- Ellis Johnson, Commander CDP, Bureau of Community Policing
- Cecilia Kasavich, Partnership for a Safer Cleveland
- CJ Matthews, Pastor, United Pastors in Mission (UPIM)
- Robin Martin, Director, Family and Children First Council
- Tony Minor, Bishop, Lutheran Metropolitan Ministry (LMM)
- Joellen O'Neill, Deputy Chief CDP, Executive Officer to the Chief of Police
- Toinette Parrilla, Cleveland Department of Public Health
- Khalid Samad, Peacemaker's Alliance
- Jill Smialek, Cuyahoga County
- Craig Tame, US Attorney's Office
- Rep for Invest In Children
- Rep for the Metro Health System
- Rep for North Shore AFL-CIO Federation of Labor

Appendix C Partner List

The Cleveland Plan will initially consist of the following core partners/agencies, in addition to representation of youth (via MyCom youth leadership councils), community stakeholders, residents, members of the faith and business communities.

Community Partners

City of Cleveland

The Cleveland Department of Public Health (CDPH) is made of a range of programs providing clinical, environmental, health promotion, and population-based services. The department has an annual budget of \$21 million and is staffed by 180 full- and part-time employees. CDPH ensures a high quality of resources and services through various partnerships in the greater Cleveland community. For example, CDPH has initiated and maintained working relationships with Case Western Reserve University, Metro Health Medical Center, Veterans Affairs Medical Center, Cuyahoga County Board of Health, Lakewood and Shaker Health Departments, the Center for Community Solutions and others. These partnerships provide the cornerstone of successful preventive public health care services to meet the needs of the residents of the City of Cleveland and throughout the Greater Cleveland community.

Cleveland Community Relations Board (CRB) represents Cleveland's racially, ethnically, and religiously diverse population, to protect individual's civil rights and to promote peaceful relations among and relieve tension between cultural groups. Board Members and staff concentrate their efforts in the following areas: Community/Faith Based Outreach, Multicultural Outreach and Engagement, Conflict Mediation, and Youth Engagement/ Crisis Intervention. The Board currently has four programs specific to important youth-focused community issues: Crisis Intervention, Operation Focus, Community Diversion, and Street Outreach.

Cleveland Division of Police was established on May 1, 1866 and is the lead law enforcement agency in Northern Ohio's largest city. The highest priority of the Division of Police is to provide public safety. To efficiently and effectively accomplish this, the Division is organized into three operations: Administrative, Field, and Homeland Special Operations. Currently, 1,513 dedicated men and women comprise the second largest police force in the State of Ohio. CPD has successfully managed numerous comprehensive, grant-funded programs, and currently manage over 30 grants worth more than \$18 million.

Cleveland Division of Recreation develops, promotes and implements a wide variety of organized sports activities for residents of all ages. Residents may register for leagues at any recreation center free of charge. In particular the

Division of Recreation has created a 120 member youth council. This council provide insight and directions on youth program and participation in decision making and program evaluation. This group will play a major role in the Cleveland Plan.

The Cleveland Metropolitan School District's (CMSD) The Mayor of the City of Cleveland oversees the operation of the district. The Mayors appoint the school CEO and the School Board. CMSD has administrative offices that include: School Development, Education & Budget, Academic Affairs, Operations, Ombudsman's Office, Program Development, Student & Family Support Services, External Affairs and Human Resources. CMSD operates 112 schools serving 40,000 students, 100% of whom are classified as economically disadvantaged.

Ohio Means Jobs| Cleveland-Cuyahoga County, formerly known as Employment Connection, is focused on business engagement, employees training, and their success. The Business Services team is committed to developing a working partnership with your business by assessing and assisting in their workforce needs. Ohio Means Jobs Cleveland-Cuyahoga County oversees training programs that supply local business with the latest information concerning hiring and financial incentives that can benefit them and our target population.

Cuyahoga County

Defending Childhood Initiative - Cuyahoga County is a recipient of a Department of Justice Defending Childhood Initiative grant. Cuyahoga County convened over 150 stakeholders to develop a comprehensive action plan to address high rates of community and domestic violence through evidence based policies and programs to prevent and reduce the impact of children's exposure to violence in their homes, schools, and communities.

Court of Common Pleas, Juvenile Division, established in 1902, the second juvenile court in the nation, assists children under the age of 18 who commit crimes or are disobedient in school or at home. The Court also hears abuse, neglect, dependency, traffic, child support, and parent/child relationship cases. Court-involved youth are assisted through: the identification of the youth and their families' needs; community control supervision; referral to community and neighborhood programs; placement in state or residential facilities; and resolution of paternity, financial support, and safety and child welfare issues.

Office of the Prosecutor, Juvenile Division - The Juvenile Division of the Cuyahoga County Office of the Prosecutor manages juvenile delinquency as well as issues of child support, child abuse and neglect. This division has led a proactive effort to crack down on youth gang violence within the Detention Center and in neighborhoods throughout Cuyahoga County. New prevention strategies

are being introduced to deter juvenile crime and provide at-risk youth with more positive options.

Public Housing

Cuyahoga Metropolitan Housing Authority (CMHA) owns and manages property and administers rent subsidy programs to provide eligible low-income persons good, safe, affordable housing. CMHA maintains an accredited police department to ensure safe places to live and work, and a social services department that develops programs to enhance the quality of life of its residents.

CMHA Police Department (CMHAPD) is a state-certified law enforcement agency and is nationally accredited by the Commission on Accreditation for Law Enforcement Agencies (CALEA). Sworn police officers of CMHAPD are certified by the Ohio Peace Officers Training Commission and have full police arrest powers, enforcing all city, state, and federal laws, as well as agency policies and procedures.

Community Collaboration

Healthy Cleveland Initiative - The city of Cleveland and the county's four main health care institutions, the Cleveland Clinic, University Hospitals-Case Medical Center, MetroHealth and the Sisters of Charity Hospital System have established a plan to spur Clevelanders to become more healthy and fit. The far-ranging approach includes youth violence prevention.

Cleveland Peacemakers Alliance is a coalition of community groups that provide services to at-risk youths and young adults, and work to defuse conflicts in schools and neighborhoods. Clergy, citizen volunteers, and trained outreach workers comprise these member organizations: Amer-I-Can, Boys & Girls Clubs of Cleveland, Cleveland Community Relations Board, Community Re-Entry, Guardian Angels, ICONS, MVP, No Return, and Peace in the Hood.

MyCom. The Cleveland Foundation in 2006 undertook research to identify and evaluate existing programs and services for youth in Cleveland. Based on their findings, the foundation convened key community partners to create an effective system to support our young people. Today, this youth development initiative aims to inspire and prepare Cleveland's young people, kindergarten through graduation, to reach their full potential and become good citizens. It exposes kids to a variety of activities and experiences that allow them to explore new interests and learn new skills. It connects them to a network of caring and committed adults – teachers, mentors, employers, and others – who offer guidance and encouragement. MyCom prepares Greater Cleveland's young people to enter

early adulthood with the ability to foster healthy relationships throughout their lives and the skills to compete in a global economy.

STANCE (Standing Together Against Neighborhood Crime Everyday) is a comprehensive prevention/intervention, enforcement, and reentry effort to help prevent crime and violence in the City of Cleveland. Begun in 2006 with a Project Safe Neighborhood grant awarded to six cities to each develop a comprehensive anti-gang initiative, the objectives of STANCE are to: Reduce gangs, drugs and gun violence in the city of Cleveland; Encourage children to pursue positive alternatives to gangs; and Inspire parent, teachers, coaches and other mentors to become positive role models for today's youth.

Administrative Support Partners

Case Western Reserve University Dr. Semi J. and Ruth W. Begun Center for Violence Prevention Research and Education (The Begun Center) was established as an academic- community partnership for the purpose of information sharing and research collaborations in the area of youth violence prevention. The Begun Center and the Partnership for a Safer Cleveland collaborate to address youth violence prevention information dissemination and research through a joint effort of existing academic centers and community agencies in the Cleveland, Ohio area. The collaboration has three aims: 1) to identify/assess the community's interests in addressing youth violence prevention; to provide health education to the community in the area of youth violence prevention; and to develop and establish Memorandums of Understanding with community organizations that will support conduct of Community-Based Participatory Research.

Partnership for a Safer Cleveland - Founded in 1981 as the Task Force on Violent Crime, the Partnership For A Safer Cleveland promotes best practices and effective violence prevention programs in the Greater Cleveland area through collaborations with public and private partners, with a primary focus on the advancement of youth development in Cuyahoga County, emphasizing the City of Cleveland, for the purposes of preventing youth crime and violence and reducing youth involvement in the justice system. The Partnership serves as consultant and resource to public and private groups working to prevent and reduce violence in their communities, using their broad experience, training, and relationships to bring key leaders from the justice system, law enforcement, schools, business, community groups and the media together to help solve problems, design effective programs and create policies that these organizations and agencies eventually implement themselves long term. Much of the Partnership's success is due to its non-partisan, independent, and non-profit position in the community which allows it be an effective convener of the major stakeholders who impact public policy and practice.

Appendix D Existing & New Activities by Goal

Goal 1: Establish an accountable, transparent, and sustainable governance structure that provides collective decision-making regarding the reduction and prevention of youth violence.

Goal 2: Utilize a public health model to support a data-driven neighborhood-based violence prevention strategy.

Existing Activities:

- Big Brothers/ Big Sisters Mentoring programs target the children who need the most, including those living in single parent homes, growing up in poverty and coping with parental incarceration. Starting something begins with finding a great match between a Big and a little buddy.
- Broadway/Slavic Village (P-16) is a preschool-through-college coalition that merges people and place based community and human development activities with educational reforms. It creates a community culture of learning through the development of leaders and partnerships that engages students and families regularly in a respectful and dignified manner which integrates academic, student/family support, workforce development and entrepreneurship. There is an unprecedented opportunity to re-align the workforce system, the public education system, and the community (nonprofit and public) system that exist to support the development of human capital in our region.
- Cleveland Transformation Plan: The Portfolio Strategy of the Cleveland Metropolitan School District - The Mayor of the City of Cleveland is committed to a plan that will reinvent public education in our city and serve as a model of innovation for the state of Ohio. Our goal is to ensure every child in Cleveland attends a high quality school and that every neighborhood has a multitude of great schools from which families can choose to do this, Cleveland must transition from a traditional, source school district to a new system of district and charter schools that are held to the highest standards and work in partnership to create dramatic student achievement gains for every child. The plan is built upon growing the number of excellent schools in Cleveland, regardless of provider, and giving these schools autonomy over staff and budgets in exchange for high accountability for performance.
- Family Children First Council (FCFC) is the Cuyahoga county agency responsible for coordinating services related to child wellbeing, coordinate out of school time activities, and service coordination for families, youth employment, and informal support networks.
- Healthy Cleveland – launched in the spring of 2011, aims to reduce health disparities and improve quality of life for Cleveland residents. Engages Cleveland's four health care systems: Cleveland Clinic, MetroHealth, Sisters of Charity Health System, and University Hospitals. In addition to health focused initiatives like smoking bans and promoting community gardens, the initiative addresses violence as a factor for the overall health of the community.

- Invest In Children (IIC) is a county community wide public private partnership of early childhood services for youth birth through age five. Examples of evidenced based programs include home visits for at risk newborns and mothers and a universal pre-k program. Strategies focus on preparing children to enter kindergarten ready to learn in good mental and physical health. IIC includes a strong focus on providing high quality universal pre-K education to all eligible children.
- Max Hayes, a CMSD high school, has a vocational program to support workforce development. The new pre-apprenticeship program will give Max Hayes students a real opportunity for jobs in the building trades once it starts next year. The unions themselves providing a curriculum to best teach the skills needed in trades like carpentry, masonry, plumbing and electrical work.
- My Commitment/ My Community (MyCom) is a youth development initiative for young people ages 6-18. Since 2008 and currently implemented in 8 core neighborhoods (6 in the city of Cleveland) MyCom includes focused programming and activities in out of school time, youth employment, youth advocacy, neighborhood mobilization, youth engagement and transitions. CWRU serves as research/evaluation partner. MyCom is looking to expand to an additional 14 neighborhoods over the next several years.
- Northern Ohio Violent Crime Consortium (NOVCC) – Under the auspices of the US Attorney is a collation of representatives from the eight largest police departments in the northern district of Ohio, including Cleveland, as well as county, state and federal agencies. They meet monthly to discuss trends in violence, share intelligence and prioritize the implementation of best practices.
- Prevention Research Center for Healthy Neighborhoods – Housed in the CWRU School of Medicine departments of epidemiology and family medicine, the CDC funded prevention research center for healthy neighborhoods focuses on improving chronic health conditions such as obesity and tobacco use via interventions like community gardens and stocking corner stores with fresh vegetables and healthy food alternatives. Violence prevention has been identified by community partners as a priority need as a barrier to access. The PRC is also responsible for annual collection of Youth Risk Behavior Survey (YRBS) data from area middle and high schools.
- Stand Together against Neighborhood Crime Everyday (STANCE) seeks to reduce violence and violent crime through three program elements: comprehensive prevention, strategic enforcement and targeted reentry. STANCE program components include education and awareness, mentoring, school and community safety, domestic violence prevention, and employment services. STANCE is overseen by the US Attorney for the northern district of Ohio, which is the targeted geographic focus of program elements.

New Activities:

- Coordination and evaluation of programs supported by the Cuyahoga County Mental Health Board in prevention and school-based mental health services.
- MyCom 2.0 – Expanding MyCom to increase the number of neighborhoods that receive technical assistance and support.

- Community Awareness Campaign- We want to utilize high school and college newspapers and student journalists to form a committee to examine communication messaging for the target popular (15-24 year olds). This effort would include social media as well.

Goal 3: Advance community and police relations through community empowerment, community skill building and police training, and proactive use of multi-disciplinary approaches to community problem solving.

Existing Activities:

- Byrne Criminal Justice Innovation (BCJI) Program – In Cleveland we are targeting gun and violence reduction in zone 4-6 in the 4th police district. The implementation plan includes a combination of intelligence led policing, comprehensive community policing activities (foot and bike patrols), a focus on dilapidated housing as a place where crime and substance abuse occur, community driven violence prevention activities. BCJI also has a significant community engagement component and mini grants that support neighborhood revitalization activities.
 - Community forums will continue as a part of our Byrne Criminal Justice Initiative (BCJI) in Cleveland’s Mt. Pleasant neighborhood. There have also been numerous community meetings that will continue focusing on issues raised in the recent Department of Justice report regarding police community relations and use of force incidents in Cleveland.
- Central Choice Transformation Plan was established through a robust need assessment and planning process supported by a HUD Choice Neighborhoods planning grant. The Transformation Plan focuses on the revitalization of the Central Neighborhood of Cleveland. Through this two-year process, nine Transformation Directives emerged for the neighborhood, building upon existing community assets, and reflective of the wants and needs of residents. The Directives include: 1. Neighborhood demographics; 2. Health conditions & impact; 3. Safety & crime; 4. Access & connections; 5. Recreation & green space; 6. Housing & Neighborhood Density; 7. Education access & prioritization; 8. Economic & business development; and 9. A multi-generational approach. The Central Choice Transformation Plan and its People, Housing and Neighborhood component strategies rely on the Directives and the partnerships to enhance common goals to reinvent the Central Choice Neighborhood into a vibrant, proud place to live, work, and play. The Transformation Plan and implementation strategies can be found at <http://www.cmha.net/aboutus/development.aspx>
- City of Cleveland Mayor’s Youth Council-- At each of the twenty-two City of Cleveland recreational centers, five youth are employed by the city to serve as members of local youth councils who provide leadership and input to the mayor’s office regarding youth development activities and programs.
- Cuyahoga County Family Justice Center supports coordinated services for victims of domestic and sexual violence. It locates the primary legal and social services in one place and coordinates those services with law enforcement and the justice

system. It has a highly trained staff who are welcoming, understanding, supportive and adaptable.

- District Zone Committees-- For the past 35 years the city of Cleveland has utilized district-based police-community relations committees. Citizens meet regularly with officers and command-level staff at neighborhood meetings, block watch meetings, and to discuss significant events as they occur in the community.
- The Family and Children First Council Youth Advocacy leadership council is a civic leadership program for youth aged 13 to 18 coordinated through The Ohio State University extension. The councils provide an avenue for youth voice and the development of important leadership skills.
- MyCom youth engagement activities will continue to be coordinated with FCFC youth leadership councils
- Neighborhood Collaboratives – Cuyahoga County Department of Children and Family Services has developed neighborhood-based collaboratives to coordinate services for at risk youth and families.
- Police Assisted Referral (PAR) program in CMHA is a collaborative program that creates a conduit for police officers to connect violence exposed youth and families to violence prevention services, education and mental health screening and treatment. It includes youth focused police training. Currently operating with the Cuyahoga Metropolitan Housing Authority Police, the program will be expanding into Cleveland's 4th police district. Initial evaluation show a reduction in repeat calls for service related to incidents of violence.
- Edwin's Leadership and Restaurant Institute teach restaurant industry skills to formerly incarcerated men and women. Edwin's students undergo a six-month training period in the French restaurant, in which they work in the restaurant's kitchen and dining room. The program offers graduates a chance to work in restaurant industry careers.
- Lutheran Metropolitan Ministry has established the Central Kitchen which seeks to maximize overall efficiency of food distribution within Cleveland's homeless shelter system. The Central Kitchen program provides healthy meals for local organizations while training and employing members of our targeted population. The program assist many overcome employment barriers.
- Ohio Department of Rehabilitation and Correction (ODRC) has initiated a number of evidence based community re-entry programs that are being implemented in Cleveland's high crime and violence neighborhoods. . The value of these programs are reflected in the state of Ohio recidivism rate was 27.1 percent last year, well below the national average of 49.7 percent.

New Activities:

- Assess the impact of police body cams which were utilized city-wide by CDP officers beginning February 2015.
- The City of Cleveland and Department of Justice are working to enhance the training of Cleveland police and to improve community police relations as part of these effort the Cleveland Plan will focus on youth participation with Cleveland Police to improve channel of communication and dialogue on an on-going basis.

- The Cleveland Plan will join in collaboration with our faith-based community initiative being developed by Rev. C.J. Mathews. The END is a three stage community collaborative that seeks to engage, collaborate, and develop work opportunities for our target population.
- The Cleveland Plan will work toward aligning youth councils with existing police district community relations committees.
- The Cleveland Division of Police has decided to dedicate a zone car to reporting housing code violations and to identify dilapidated housing that contributes to violent, gang crimes and substance use in BCJI targeted neighborhoods.
- Cleveland Neighborhood Progress (CNP) is a local community development funding intermediary with over twenty years of experience investing in community revitalization work in Greater Cleveland. They have begun to focus more on public safety and security, and have reached out to become involved in these efforts.
- Community Engagement, Education, and Empowerment (CE3) is a strategy of Cleveland's BCJI initiative. CE3 employs a community efficacy framework to create interventions that center on the empowerment of youth and adult residents in the targeted area (police zone 4-6 in CPD's 4th District), find roles for existing grass-roots neighborhood collectives, and leverage the pride residents feel for their community. In its first community forum, CE3 identified four targeted goals, including increasing positive visibility and engagement of local officers and create collaborative activities between police and community in building partnerships of safety and empowerment. One of the first activities identified was the creation of a Youth Police Academy and Leadership Institute.
- Expand the Police Assisted Referral program into the 4th police district in Cleveland Improve data collection and tracking of community complaints and use of force incidents in CPD. Work with the CPD Office of Professional Standards Civilian Police Review Board to develop and conduct a survey of residents who have filed complaints with the board to assess the nature of problems identified and to gather community input regarding potential solutions.
- Youth focused police training-- The purpose of Strategies for Youth is to improve police/youth interactions, advance the training of public safety officers in the science of child and youth development and mental health, and support communities partnering to promote strong police/youth relationships. We will be implementing *Policing the Teen Brain* within the CDP. *Policing the Teen Brain* is a training program that provides officers with the information and skills they need to effectively interact with youth. The 2- day training translates cutting edge psychiatric practice and neurological research into practical skills for officers to improve, facilitate and help de-escalate interactions with children and youth. These trainings are targeted for patrol officers as well as specialized units, such as school resource officers.

Goal 4: Support community engagement of, and delivery of services for underserved and at-risk populations, particularly 15-25 year olds.

Existing Activities:

- Behavioral Health Juvenile Justice – since 2006 over 2500 youth have been diverted from state prisons to evidence based community treatment. Outcomes studies show a significant reduction in recidivism, substance use and trauma symptoms at significantly reduced costs relative to incarceration. Evidence based treatment services include for example Multisystemic Therapy, Functional Family Therapy, Integrated Co-Occurring Treatment, and Trauma Informed CBT.
- Children Who Witness Violence (CWWV) – Established in 1999, CWWV is a county initiative coordinating a crisis response team that provides a comprehensive assessment of children exposed to violence and includes all youth from early childhood through late adolescence (age 18). More recently, CWWV includes the provision of trauma informed care for children and families needing treatment.
- Closing the Achievement Gap (CTAG) is a Cleveland Metropolitan school district program targeting at risk 9th grade male students of minority. Four risk factors must be present: fail two or more core classes in 8th grade, absent more than 20% of the school year, received five or more days of out of school suspension, and over-age for grade. The program seeks to promote academic achievement via a motivational framework that utilizes culturally relevant pedagogy. And other CMSD Programs as part of their transformation plan.
- Cuyahoga Tapestry System of Care (SOC) originally funded by a six year 19 million dollar grant from SAMHSA, has continued as a partnership of parent leaders, local agencies, neighborhood centers, and public partners that take a family-centered, team approach to serving children with multiple needs. The system of care is for the family who has a child at risk for or already involved with multiple child-serving systems or services, like Juvenile Court, the Department of Children and Family Services, alcohol and other drug counseling, and mental health. Rather than looking at what is “wrong” with the family, the team looks at the family’s strengths, needs, culture, and takes action.
- Defending Childhood Initiative (DCI) – DOJ funded initiative focused on children’s exposure to violence and trauma in Cuyahoga County. This initiative provides screening of youth for violence exposure, victimization and trauma through Department of Children and Family Services (DCFS) and Juvenile Court, provide assessment as needed and trauma informed care. To date we have screened 17,000 youth and over 400 have received evidence based trauma informed care.
- Juvenile Detention Alternatives Initiative (JDAI) supported by the Annie E. Casey Foundation was completed by CWRU for Cuyahoga County Juvenile Court in 2013 to assess diversion programs and procedures particularly as they are related to disproportionate minority confinement. Dr. Mark Singer of the Begun Center at CWRU has also recently chaired a committee that reviewed the juvenile detention facilities as part of the broader Casey initiative. A report with recommendations is currently being reviewed.

- Juvenile Fugitive Safe Surrender (FSS) was modeled after the adult FSS program that started in Cleveland in 2005 and has to date had over 50,000 individuals with open warrants voluntarily surrender at a church. The first ever juvenile FSS was held in Cleveland in 2014 where 130 youth ages 14 to 22 voluntarily surrendered to take responsibility for their warrants and receive information about available social supports.
- Operation Focus - Operation Focus was initiated by the City of Cleveland in 2007. Operation Focus is modeled after the Boston Ceasefire program which worked specifically with groups and gangs who perpetrate gun violence. The Operation Focus model uses the deterrence strategy which focuses criminal justice attention on a small number of chronically offending violent street groups, particularly youth on probation with home visits made on a random basis and provides a graduated sanctions and interventions services that include community mentors, outreach and case management.
- Operation Night Light is an evidence-based program and recommended by OJP. We are modeling our efforts similar to that of Boston, where probation officers and police officers visit high-risk youth at their homes. Officers provide positive feedback to the youth and their families and offer referral services for those needing additional support.
- Cuyahoga Community College has developed closer relationships with businesses and community organizations to identify and meet job needs. They have realigned their workforce training and have identified six sectors that would be offered to our target population. CCC has identified employment opportunities in northeast Ohio in the fields of hospitality, health care, construction building trades, professional services, public safety and information technology.

New Activities:

- MetroHealth Hospital Emergency Department intervention Program- Metro, the only county Level I trauma unit, working with the Cleveland Peacemakers Alliance (violence interrupters) to develop a violence interruption program. This program will be based on similar models in Chicago, Philadelphia and Rochester. Focus will be on victims of intentional injury particularly gunshot wounds and stabbings. MetroHealth also maintains the Northern Ohio Trauma Registry (NOTS) which contains valuable information about violent injury victimization, gunshot wounds, etc. that could be utilized to track general outcomes of the CLEVELAND PLAN.
- Support the recommended State of Ohio expansion of welfare benefits eligibility to 16- 24 year-olds
- Support the diversion of youth to respite care from detention for youth charged with Domestic Violence
- New Cuyahoga County juvenile drug court is being implemented with funding from SAMHSA. The enhanced drug court services will include comprehensive mental health assessments, advanced drug screening, Motivational Interviewing training to drug-court staff, and the provision of family-centered therapy to juvenile drug court participants. The Begun Center serves and the research evaluation partner for the juvenile drug court program.

Appendix E
Logic Models by Goal/ Format for Time Line Development

Goal 1: Establish an accountable, transparent, and sustainable governance structure that provides collective decision-making regarding the reduction and prevention of youth crime.			
NEW ACTIVITIES			
Objectives	Project Activities & Evidence Based Programs	Indicators	
		Process	Outcome
<ul style="list-style-type: none"> • The Steering Committee and Coordination Team will meet within the first 30 days of implementation. • Working Groups will be established within the first 60 days of implementation. • A work plan/timeline will be presented to the Steering Committee for review within the first 90 days of implementation. 	<ul style="list-style-type: none"> • Constitution of the leadership structure (completed September 2015) • Constitution of the Steering Committee (two individuals remain to be identified) • Constitution of the Working Groups (general members remain to be recruited) 	<ul style="list-style-type: none"> • # of Steering Committee meetings • # of Coordination Team meetings • # of Working Group meetings • # community participants (adult, youth) • # of community meetings to discuss elements of The Plan <ul style="list-style-type: none"> ○ Sponsored by The Plan ○ Collaborator meetings discussing The Plan 	<ul style="list-style-type: none"> • Creation of detailed work plans/timelines • Quarterly evaluation of process and achievements • Yearly outcome assessment

Goal 2: Utilize a public health model to support a data-driven neighborhood-based violence prevention strategy.

EXISTING ACTIVITIES

Objectives	Project Activities & Evidence Based Programs	Indicators	
		Process	Outcome
<ul style="list-style-type: none"> • To increase coordination of services for youth high-risk neighborhoods • To create data-driven violence prevention strategy • To reduce youth violence 	<p>The core elements of the public health model are prevention, intervention for at-risk youths, and activities targeted to those already involved in public systems and treatment.</p> <p><i>Universal:</i></p> <ul style="list-style-type: none"> • Big Brothers/Big Sisters Mentoring • Cleveland Schools Transformation Plan • MyCom • Family Children First Council • Healthy Cleveland • Invest in Children • Prevention Research Center for Healthy Neighborhoods <p><i>Selective:</i></p> <ul style="list-style-type: none"> • Broadway/Slavic Village P-16 • Max Hayes • Stance <p><i>Targeted:</i></p> <ul style="list-style-type: none"> • Northern Ohio Violent Crime Consortium 	<p>Implement neighborhood-based interventions patterned in a public health model, as measured by: Broaden the adaptation of public health service delivery models.</p> <ul style="list-style-type: none"> • Develop curriculum to coach existing programs/agencies in the blending of a public health approach into existing programs/services. • Increase organizational capacity to implement evidence-based and evidence-informed programs with fidelity • # TA/Training provided to help agencies adopt a public health model for the selection of interventions <p>Neighborhood-based interventions collect client data to assess their efforts and contribute to city-wide planning efforts, as measured by: Programs/agencies report client data to inform a neighborhood</p>	<p>Coordinate services for high-risk neighborhoods, as measured by:</p> <ul style="list-style-type: none"> • NOVCC assessments of violence and distribution of best practice strategies. <ul style="list-style-type: none"> ○ # agencies implementing best practice strategies <p>Reduce instances of youth perpetrated violence, as measured by:</p> <ul style="list-style-type: none"> • Police data on violent offending by neighborhood <ul style="list-style-type: none"> ○ Alternate source NEOCANDO • Police data on violent offending by age of offender • Court records <ul style="list-style-type: none"> ○ 15-18 Juvenile Court – cases filed, charge, disposition, sentence (DYS, other detention, diversion) ○ 18-25 Criminal Court – cases filed, charge, disposition, sentence

		<p>based violence prevention strategy.</p> <ul style="list-style-type: none"> • Develop curriculum to coach existing programs/agencies in the development and inclusion of data into program assessment and to feed into community assessment. • # TA/Training provided to help agencies develop data collection instruments and procedures <p>Develop a data-driven, neighborhood-based violence prevention strategy, depending on available resources, as measured by: Formation of a single planning board to address violence prevention strategy.</p> <ul style="list-style-type: none"> • # Recruitment/participation of partner agencies/programs • By participation/steering committee/\$ resources invested/# MOUs • # Neighborhood-based planning/listening sessions. • Coordinated system to share agency/program intelligence among partners. <p>Obtain community by-in, as measured by:</p> <ul style="list-style-type: none"> • # Neighborhood-based planning/listening sessions. 	
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		<ul style="list-style-type: none"> • # Neighborhood presentations of the strategy • # community members/agencies participating in community meetings 	
NEW ACTIVITIES			
<ul style="list-style-type: none"> • To bring attention to youth violence through a community awareness campaign. • To employ a data-driven, neighborhood-based violence prevention strategy to select and support evidence-based and/or public health model interventions. • Target activities to youth ages 15-25 <ul style="list-style-type: none"> ○ already involved in public systems ○ already involved in treatment. <p>Also including above</p>	<p><i>Universal:</i></p> <ul style="list-style-type: none"> • MyCom 2.0 • Community Awareness Campaign <p><i>Selective:</i></p> <ul style="list-style-type: none"> • Coordination and evaluation of programs supported by the Cuyahoga County Mental Health Board in prevention and school-based mental health services. <p><i>Targeted:</i></p> <ul style="list-style-type: none"> • Cure Violence • MetroHealth Hospital Emergency Department Intervention Program 	<p>Coordinate funding priorities, among city/county/state and local foundation streams, regarding violence intervention and prevention, as measured by:</p> <ul style="list-style-type: none"> • # of funders agreeing to coordination • feedback to funders regarding EBPs and violence reduction strategies • \$ funding to address gaps by existing services and new programs <p>Depending, create a reporting mechanism that draws together existing data-streams to help agencies identify need, as measured by:</p> <ul style="list-style-type: none"> • Comprehensive Community Assessment <ul style="list-style-type: none"> ○ Catalogue city investments ○ Identify gaps in services and systems by synthesizing data from existing plans 	<p>Increased community awareness, as measured by:</p> <ul style="list-style-type: none"> • As measured by increases in information about violence and crime, police procedure, and consequences of violence involvement: <ul style="list-style-type: none"> ○ # middle/high school youths demonstrating increased awareness ○ INCLUDE MYCOM 2.0 ○ # 15-25 year olds demonstrating awareness ○ # general community members demonstrating awareness <p>Target activities to youth ages 15-25, already involved in public systems and treatment, as measured by:</p> <ul style="list-style-type: none"> • Coordinate services and treatment for high-risk youth. <ul style="list-style-type: none"> ○ # of youth assessed and offer coordinated services/treatment

		<ul style="list-style-type: none"> ○ Develop a mechanism to prioritize information collected and create a collection protocol ○ Develop dissemination plan <p>Efficacy of community awareness campaign, as measured by:</p> <ul style="list-style-type: none"> ● Creation of youth violence reports <ul style="list-style-type: none"> ○ # youth involved ○ # News media/stories ○ # Social media posts 	<ul style="list-style-type: none"> ○ # of families/youths identified through coordination of services ○ Service referrals provided to families/youths ○ # youths screened for trauma and violence via the Depending Childhood Initiative
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Goal 3: Advance community and police relations through community empowerment, community skill building, police training, and proactive use of multi-disciplinary approaches to community problem solving.

EXISTING ACTIVITIES

Objectives	Project Activities & Evidence Based Programs	Indicators	
		Process	Outcome
<ul style="list-style-type: none"> • To improved police-community relations • Improved community/neighborhood efficacy • Improved community skill building • Increased police training • Adaption/adoption of multi-disciplinary approaches to community problem solving • To reduce youth violence 	<p><i>Universal:</i></p> <ul style="list-style-type: none"> • Central Choice Transformation Plan • City of Cleveland Mayor’s Youth Council • District Zone Committees • Family and Children First Council Youth Advocates • MyCom • Neighborhood Collaborative <p><i>Selective:</i></p> <ul style="list-style-type: none"> • Byrne Criminal Justice Innovation Program • CE3 • Strategic Enforcement • Community Policing • Cuyahoga County Family Justice Center • Police Assisted Referral (PAR) in CMHA • Juvenile Justice Jeopardy <p><i>Targeted:</i></p> <ul style="list-style-type: none"> • Policing the Teen Brain and other trainings developed by/for CPD 	<p>Improve police-community relations, as measured by:</p> <ul style="list-style-type: none"> • # of police-community events • # of times police hold/attend community meetings • # of police at community meetings • Implementation of community policing (BCJI) <ul style="list-style-type: none"> ○ # of police walking patrol ○ Institution of property car • Align with outcomes recorded under the auspices of the Community Police Commission/Police Review Board <ul style="list-style-type: none"> ○ # meetings ○ # cases ○ # complaints ○ # lawsuits filed against the city due to officer actions, especially as filed by or on behalf of 18-25 year olds <p>Improved community empowerment, as measured by:</p> <ul style="list-style-type: none"> • # Residents participating in empowerment 	<p>Improve police-community relations, as measured by:</p> <ul style="list-style-type: none"> • Results for BCJI police-community survey questions. • Reduction in the # or severity of police complaints • Reduction in the # or severity of police use of force <p>Improved community empowerment & skill building, as measured by:</p> <ul style="list-style-type: none"> • % of community groups having met outcomes for mini-grant (BCJI) <p>Police interact with individuals, especially youths ages 15-25, with respect and fairness, as measured by:</p> <ul style="list-style-type: none"> • Youth/participant surveys from Juvenile Justice Jeopardy. <p>Reduce instances of youth perpetrated violence, as measured by:</p> <ul style="list-style-type: none"> • VGRIP data

		<p>activities/neighborhood councils/block clubs</p> <ul style="list-style-type: none"> ● # meetings of empowerment activities/neighborhood councils/block clubs ● Align with Community Development Consolidated Plan/2015-2016 Action Plan <ul style="list-style-type: none"> ○ Community Development Block Grant <p>Improved community skill building, as measured by:</p> <ul style="list-style-type: none"> ● # of residents attending skill building sessions ● #/\$ to community groups through mini-grant (BCJI) <p>Increase the implementation of multi-disciplinary approaches to community problem solving, as measured by:</p> <ul style="list-style-type: none"> ● TA/Training provided to help agencies develop data collection instruments and procedures <p>Increased police training, as measured by:</p> <ul style="list-style-type: none"> ● # of training sessions ● # of peer trainers trained ● # of trainings peer trainers conduct ● # of officers trained 	<ul style="list-style-type: none"> ○ by age of offender apprehended ○ # of guns taken off the street in selected neighborhoods ○ # drugs confiscated ○ # arrests, specific to gang affected neighborhoods ○ # calls for services: short fired, firearm involved incidents
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NEW ACTIVITIES

<p>As noted above</p>	<p><i>Universal:</i></p> <ul style="list-style-type: none"> • Alignment of FCFC Youth Councils to police community relation committees • Youth focused police training <p><i>Selective:</i></p> <ul style="list-style-type: none"> • The END • Cleveland Neighborhood Progress • PAR expansion <p><i>Targeted:</i></p> <ul style="list-style-type: none"> • CPD implementation of body cameras 	<p>Improve police-community relations, as measured by:</p> <ul style="list-style-type: none"> • # of FCFC Youth Councils aligned to police community relation committees • # of youth police training • Officer satisfaction with training <p>Also, expansion of PAR to CPD Districts, as measured by:</p> <ul style="list-style-type: none"> • # of districts selected • # of officers trained in PAR intervention <p>Appropriate tracking and reporting of body cameras incidents, as measured by:</p> <ul style="list-style-type: none"> • Development of body cameras footage review policies • # Neighborhood-based planning/listening sessions • # Neighborhood presentations of the strategy 	<p>Improved police-community relations, as measured by:</p> <ul style="list-style-type: none"> • Survey of people who have filed complaints against police • Community survey of perceptions of bodycams (similar to one distributed in 2015) • Survey of pastors participating in The END • Implementation of MyCom (Fleisher) community cohesion questions <p>Police interact with individuals, especially youths ages 15-25, with respect and fairness, as measured by:</p> <ul style="list-style-type: none"> • # PAR Referrals made to families/individuals ages 15-25 • PAR client survey targeted to 18-25 year olds
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Goal 4: Support community engagement of, and delivery of services for under-served and at-risk populations, particularly 15-25 year olds.

EXISTING ACTIVITIES

Objectives	Project Activities & Evidence Based Programs	Indicators	
		Process	Outcome
<ul style="list-style-type: none"> • To improved engagement of youth ages 15-25 • To increase services for under-served and at-risk populations <ul style="list-style-type: none"> ○ ages 15-25 ○ 15-25 already involved in public systems (Child Welfare and Juvenile Justice systems) ○ 15-25 already involved in treatment • To reduce youth violence 	<p><i>Informational:</i></p> <ul style="list-style-type: none"> • Behavioral Health Juvenile Justice <p><i>Universal:</i></p> <ul style="list-style-type: none"> • Closing the achievement gap <p><i>Selective:</i></p> <ul style="list-style-type: none"> • Children Who Witness Violence • Cuyahoga Tapestry System of Care • Defending Childhood Initiative <p><i>Targeted:</i></p> <ul style="list-style-type: none"> • Juvenile Detention Alternatives Initiative • Juvenile Fugitive Safe Surrender • Operation Focus • Operation Night Light 	<p>Increase alternatives to juvenile detention, as measured by:</p> <ul style="list-style-type: none"> • # of new diversion programs • # of youth referred to treatment instead of detention (both Juvenile and Adult courts as measured by ORAS) • As resources permit, repeat JFSS and increase participation <p>Coordinate services for high-risk youths, as measured by:</p> <ul style="list-style-type: none"> • Coordination of services among programs serving public systems and treatment involved youth ages 15-25 • # of provider meetings • # of youth jointly served 	<p>Improve health and behavioral health indicators for youth and communities, as measured by:</p> <ul style="list-style-type: none"> • At neighborhood level – Health Improvement Partnership (HIP) Cuyahoga County indicator: Improve coordination between clinical care and public health to improve population health • For 15-18 year olds – As measured by Cuyahoga County High School Youth Risk Behavior Survey (YRBS) Report (mental health indications – suicidality, loneliness, depression) and violence at school • Improved independent living skills for youth exiting foster care (as measured by Tapestry) • BHJJ data <ul style="list-style-type: none"> ○ Decreased recidivism ○ Decreased trauma symptoms ○ Improved functioning

			<ul style="list-style-type: none"> ○ Youth referred to service through BHJJ ● Reduction in drug/alcohol relapse and other risky behaviors, as measured by GPRA data <p>Increase youth academic success, including increased graduation rates/obtaining GED, as measured by:</p> <ul style="list-style-type: none"> ● CMSD truancy/attendance data ● ODE drop-out data, GED completion, HS graduation <p>Connect more youth to employment, job training, and post-secondary education opportunities, as measured by:</p> <ul style="list-style-type: none"> ● Ohio DJFS/OhioMeansJobs/Youth Workforce Development (expanded to 25 year olds) <p>Reduce instances of youth perpetrated violence, as measured by:</p> <ul style="list-style-type: none"> ● # youth warrants cleared by JFSS ● Reduce recidivism measured by Court records ● 15-18 Juvenile Court – cases filed, charge, disposition,
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			<p>sentence (DYS, other detention, diversion)</p> <ul style="list-style-type: none"> • 18-25 Criminal Court – cases filed, charge, disposition, sentence
NEW ACTIVITIES			
	<p><i>Universal:</i></p> <ul style="list-style-type: none"> • Advocate for diversion of youth to respite care from detention for youth charged with domestic violence <p><i>Selective:</i></p> <ul style="list-style-type: none"> • Advocacy for expansion of welfare benefits to 16-24 year-olds <p><i>Targeted:</i></p> <ul style="list-style-type: none"> • MetroHealth Hospital Emergency Department Intervention Program • Cuyahoga County Juvenile Drug Court • Cure Violence 	<p>Increase services for under-served and at-risk, as measured by:</p> <ul style="list-style-type: none"> • # advocacy sessions for expansion of welfare benefits • # youth treated by MetroHealth ED Intervention program • # youth participating in Cuyahoga County Juvenile Drug Court 	<p>Improve health and behavioral health indicators for youth and communities, as measured by:</p> <ul style="list-style-type: none"> • Reduction in drug/alcohol relapse and other risky behaviors, as measured by GPRA data • Outcomes captured by MetroHealth <p>Reduce instances of youth perpetrated violence, as measured by:</p> <ul style="list-style-type: none"> • Reduce recidivism measured by Juvenile Drug Court records

Appendix F Plan Bibliography

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