

The logo for United Against Violence of Greater Dayton features a large, light green, stylized speech bubble or oval shape. Inside the bubble, the text "United Against VIOLENCE" is written in a bold, blue, sans-serif font. Below this, "of Greater Dayton" is written in a smaller, blue, sans-serif font.

**United  
Against  
VIOLENCE**  
of Greater Dayton

Sponsored by  
Samaritan Behavioral Health

**UNITED AGAINST VIOLENCE OF GREATER DAYTON**  
**COLLABORATIVE STRATEGIC PLAN**

**JULY 12, 2011**

**PREPARED BY:  
UNITED AGAINST VIOLENCE  
LEADERSHIP COUNCIL AND FOCUS COUNCIL CHAIRS  
SAMARITAN BEHAVIORAL HEALTH, INC.  
ASSISTED BY:  
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## **I. OVERVIEW:**

Samaritan Behavioral Health, Inc. (hereinafter known as SBHI) has received a one-year grant from the Catholic Health Initiatives to develop a replicable model of violence prevention in the greater Dayton community. The goal of this program is to engage the community in a best practice model of violence prevention that fosters systemic change over time. The first year of funding for the program is directed toward planning and limited implementation of preventative services.

The objectives of the initial effort coordinated by SBHI include:

- **Expanding a community network of violence prevention**
- **Conducting a community youth risk behavior survey**
- **Organizing a centralized violence prevention clearinghouse**
- **Designing and posting a violence prevention page on the website**
- **Providing violence prevention classes to 700 students**

This SBHI initiative has a strong student program component targeting five key school sites reaching 700 middle school students in the 5<sup>th</sup> and 6<sup>th</sup> grades. The school-based program will include a student survey on violence prevention compared to national data, six-weeks of classroom-based curriculum, as well as skill building exercises.

Catholic Health Initiatives has strongly recommended the United Roadmap as a best practice model for the development of the “United Against Violence of Greater Dayton Collaborative”. This roadmap has been nationally developed based on best practices by the Prevention Institute, the Harvard School of Public Health, and the UCLA School of Public Health. The roadmap stresses three fundamental components to create a community-based violence prevention strategy, including:

- **Partnerships**
- **Prevention**
- **Strategy**

The Unity Program also has a continuum model for looking at community strategies and programs for violence prevention which includes:

- **Primary prevention “Up Front”**
- **Secondary prevention “In The Thick”**
- **Tertiary prevention “Aftermath”**

To initiate its partnership and planning strategy, SBHI convened a leadership team of 29 people to participate on an ongoing basis in the development of the United Against Violence Greater Dayton Collaborative.

Between October and December 2009, the SBHI violence prevention staff working with the Leadership Team developed a United Against Violence of Greater Dayton Core Capability Assessment. This assessment includes a profile of current violence prevention programs and organizations in the greater Dayton area utilizing the Unity Continuum Model for violence prevention, including:

- **Primary Prevention**
- **Secondary Prevention**
- **Tertiary Prevention**

This profile has been assembled based upon individual interviews of the SBHI Violence Prevention Coordinator with community agencies and their leaders. In addition, the Leadership Team also participated in the development of a Strengths, Weaknesses, Opportunities, and Threats Assessment of violence prevention in the greater Dayton community. This assessment is included as part of the strategic plan document.

Beginning in January 2010, SBHI also convened a Design Team of 32 program managers and coordinators in the community to augment the work of the Leadership Team in developing a comprehensive **United Against Violence of Greater Dayton Collaborative Strategic Plan**.

Between September 2010 and March 2011, SBHI convened a full United Against Violence of Greater Dayton Collaborative, including the following Leadership Council and Focus Council members.

<b>Member Name</b>	<b>Community Agency</b>	<b>Council</b>
Alison Bahns	Unified Health Solutions	Public Health
Andrea Moreno	Good Samaritan Hospital	Youth Prevention and Intervention
Annie Bonapart	UJIMA	Public Health
Barbara Boatwright	Youth Engaged for Success, Inc.	Funding
Barbara Gorman	Montgomery County Courts	Leadership
Barbara Keen-Marsh	South Community Behavioral Health Services	Youth Prevention and Intervention
Becky Gaytko	Dayton Police Department	Leadership & Funding
Belinda Stiles	YWCA	No Identified Council
Beth Holten	Greater Dayton Christian Connection	Leadership & Community Awareness
Bob Niehoff	Weavers of Justice	Awareness
Bob Stoughton	Family and Children First Council	Community Awareness
Bonnie Parish	Family Service Association	No Identified Council
Carla Clasen	Wright State University, Center for Healthy Communities	Leadership
Catherine Dempsey	Legal Aid	Public Health
Cheryl Oliver	Oasis House	Community Norms & Standards
Cheryl Scroggins	Dayton Council on Health Equity	Leadership
Christina Mortsolf	Samaritan Behavioral Health, Inc./Young Children's Assessment and Treatment Services	No Identified Council
		Parent & Family Success

Christine Olinsky	Ohio State University Extension	Leadership
Craig Powell	Powernet of Dayton	Leadership
Daniel Poling	East End Community Services	Community Norms & Standards
Daniel Wasneck	Boys and Girls club of Dayton	No Identified Council
Darlene Powell	Montgomery County Juvenile Court	Community Awareness
David Ramey	Strategic Leadership Associates	Consultant
	Urban and Minority Alcoholism and Drug Abuse Outreach Program (UMADAOP) of Dayton	
Deborah Styles	CARE House CMC	Leadership
Denise Uhl-Jenkins	East End Community Services	Parent & Family Success
Diane Brogan-Adams	Kettering Medical Center	Parent & Family Success
Dianne Ditmer	Montgomery Co. Juvenile Court	Public Health
Dorain Davis	St Paul's Global Ministry	Community Norms & Standards
Dr. Mark McGuire Sr.	Wesley Center	Leadership
Dr. Robert Walker	East End Community Services	Leadership
Ellen Mays	Busy Life Solutions	Parent & Family Success
Gayle Covington Fowler	Concerned Citizen	Parent & Family Success
Harlene Holland	Wright State University	Community Awareness
Hazel Rountree	Concerned Citizen	Leadership
Helen Abramawitz	Community Initiative to Reduce Gun Violence (CIRGV)	Parent & Family Success
Herman Dixon	Dayton Public Schools	No Identified Council
Jael Ojwaya	Montgomery County Public Health	Youth Prevention and Intervention
James Bolden	Artemis Center	Public Health
Jane Keiffer	The Hospice of Dayton	Community Awareness
Janet Longman	Sisters of the Precious Blood	No Identified Council
Jeanette Buehler	National Conference for Community and Justice of Greater Dayton (NCCJ)	No Identified Council
Jeanette Taylor	Family Service Association	Youth Prevention and Intervention
Jennifer Heath	Samaritan Behavioral Health	No Identified Council
Jerrie Bascome-McGill	Happy Froggies, LLC	Leadership
Jessica Hardisky	Dayton Childrens Public Health of Dayton and Montgomery County	Community Awareness
Jessica Saunders	Concerned Citizen	No Identified Council
Jill Parker	Parity	Youth Prevention and Intervention
Jim Stahler	Family and Children's First Council	Community Norms & Standards
Jim Wilson	ADAMHS Board	Leadership
Joe Spitzer	Montgomery County Dept. of Jobs and Family Services	Parent & Family Success
Joe Szoke	Concerned Citizen	Leadership
Josie Olsvig	Concerned Citizen	No Identified Council
Judy Rammel	Concerned Citizen	Parent & Family Success
Karen Clark	Girl Scouts of Western Ohio	Youth Prevention & Intervention
Karen Wolford	Dayton International Peace Museum	Funding
Kate Johnson	Daybreak	Youth Prevention and Intervention
Kathy Hooks	Catholic Social Services	Community Norms & Standards
Laura Roesch	CARE House CMC	Leadership
Libby Nicholson	Survivor/Concerned Citizen	Leadership
Linda Parrish	University of Dayton, Urban Child Development Resource Center	Leadership
Linda Russell		Youth Prevention and Intervention

Lt. Larry Faulkner	Dayton Police Department	No Identified Council
Major Greg Laravie	Montgomery County Sheriff's Dept.	No Identified Council
Mark Moorman	Precious Blood Church	No Identified Council
Mary Bogan	Independent Marketing Consultant	Community Awareness
Mary Hallinan	Citizen for Restorative Justice	Community Norms & Standards
Mary Montgomery	Samaritan Behavioral Health, Inc.	Youth Prevention and Intervention
Michelle Dilts-Gibson	Samaritan Behavioral Health, Inc.	All
Michelle Zaremba	Dayton Mediation Center	Leadership
Nan & David Erbaugh	Lower Miami Church of Brethren	No Identified Council
Nan Whaley	City Commission Office	Leadership
Nancy Bleil	Samaritan Behavioral Health, Inc	No Identified Council
Nate Arnett	Adventure Central	Public Health
	Archdiocese of Cincinnati/Catholic	
Pam Long	Social Action	Community Awareness
Pat Coleman	Concerned Citizen	Youth Prevention & Intervention
Pat Foley	Concerned Citizen	Youth Prevention & Intervention
	National Conference for Community	
Pat Meadows	and Justice of Greater Dayton (NCCJ)	Leadership
Patti Schwarztrauber	Artemis Center	Leadership
Phil Plummer	Montgomery County Sheriff's Office	Leadership
Quincy Pope	Trotwood Police Department	Leadership
Ram Srivastava	ADAMHS Board	Leadership
	Prosecutor's Office-Victim/ Witness	
Regina M. Hankins	Division	Youth Prevention and Intervention
	Citizen/Retired Director of Victim	
Rhonda Barner	Witness Division	Community Awareness
	University of Dayton, Urban Child	
Rhonda Mercs	Development Resource Center	Youth Prevention & Intervention
Richard Biehl	Dayton Police Department	Leadership
	Sisters of the Precious Blood Prayer	
Roger Emery	Vigil	No Identified Council
	Public Health of Dayton and	
Ron Jones	Montgomery County	Parent & Family Success
Rose Martin Morand	Weavers of Justice	Community Awareness
Ruth Addison	Samaritan Crisis Care	Public Health
	Montgomery County Prosecutor's	
Sandy Hunt	Office, Victim Witness Division	Leadership
Sarah Kelly	Girl Scouts of Western Ohio	Youth Prevention and Intervention
Scott Landis	Montgomery County Sheriff's Dept.	Leadership
Shallon Coleman	Abigail's Journey Inc	Parent & Family Success
Sharmin Black	Dayton Urban League	Parent & Family Success
	Good Samaritan Hospital Health	
Sharon Becker	Ministries	Community Awareness
Sherry Gale	Grace United Methodist Church	Leadership
	Montgomery County Children's	
Stacia Burlingame	Services	Young Adult
Sue McGatha	Samaritan Behavioral Health, Inc	Leadership
Susan Elias	Samaritan Behavioral Health, Inc	Funding
	University of Dayton, Center for	
Susan M Ferguson	Catholic Education	Leadership
Susan S Gottschalk, Esq.	Family Violence Collaborative	Youth Prevention and Intervention
	National Conference for Community	
Susan Sibbing	and Justice of Greater Dayton (NCCJ)	Parent & Family Success

Tanisha Jumper Tena Mitchell	United Way of Dayton/Mont County Daybreak Montgomery County Juvenile Court and MACK Memorial Church of the Brethren	Community Norms & Standards Youth Prevention and Intervention
Terrilynn Griffith Terry Bruns	Jeremiah's Letter, Inc. Weavers of Justice and University of Dayton	Community Awareness Leadership
Thomas Rueth	Ohio Department of Jobs and Family Services (ODJFS)/Children's Services Division	Public Health
Tim Beasley	Concerned Citizen	Funding
Todd Bethel	United Way of Dayton/Mont County	Youth Prevention and Intervention
Tracy Sibbing	Grandview Hospital and Good Samaritan Hospital	Community Norms & Standards
Vicki McElfresh	Juvenile Court Intervention Center	Youth Prevention and Intervention
Victor Vrabel		Community Norms & Standards

This strategic plan update is a result of the Leadership Council and Focus Council work from February through March 2011.

## **II. STATEMENT OF PURPOSE AND VISION:**

### **Statement of Purpose**

**United Against Violence is a collaboration of people and organizations committed to changing the culture of violence through the development of knowledge and skills to bring systemic change resulting in a safe community.**

### **Community Vision**

**Be the Hope. Stop the violence killing you, our families and our community.**

**Project Goal: Reduce the “group-member involved” (GMI) gun violence of all ages in targeted Montgomery County neighborhoods Westwood, North Riverdale, Trotwood and Harrison Township) by 10% over three years (by 6-30-14).**



### III. PRINCIPLES AND SHARED VALUES:

The following principles and shared values guide the work of United Against Violence.

- **We Foster Community Connectedness –**
  - As demonstrated by children and adults being involved in community service.
  
- **We Promote the Capacity to Live Differently -**
  - As demonstrated by the ability to learn new skills of non-violent communication and living through self-development and education. Individual acts matter.
  
- **We Advance the Legitimacy of Authority –**
  - As demonstrated by people legitimizing the processes of violence prevention and justice as fair and just, incorporating their voice in setting community standards on violence and embracing peace.
  
- **We Acknowledge that Non-Violence Requires Strength and Courage –**
  - As demonstrated by reverence for other persons rooted in the self-esteem and self-worth which reinforces one's own strength and courage.
  
- **We Strive for Citizenship Responsibility –**
  - As demonstrated by acting for the greater good of all to reinforce community norms and hold others accountable by observing and reporting incidents of violence and taking responsibility for one's own actions.
  
- **We Build Community Trust –**
  - As demonstrated by confidence that leaders and authorities are fair and just, that agencies are serving positive outcomes of our people, and that I am accountable to do my part.
  
- **We Recognize that Prevention Starts in the Family –**
  - As demonstrated by families, faith-based organizations, and neighbors talking about prevention of violence and sharing resources and behaviors which promote peaceful alternatives.

- **We Hope for the Future –**
  - As demonstrated by a belief that each person can create a positive future for themselves and a life purpose which is an authentic self beyond violence.
  
- **We Reject Drug and Alcohol Abuse which Facilitates Violence –**
  - As demonstrated by research on chronic abuse of these substances indicating they magnify the instances and tendency toward violence.
  
- **We Recognize Belonging as a Basic Human Need –**
  - As demonstrated by reinforcing each individual's connection to a family, a neighborhood, schools, a community, and a society reinforcing each person's developmental assets.
  
- **We Believe Peace Promotes Greater Prosperity –**
  - As demonstrated by reducing the high cost of violence to our community and connecting economic prosperity to a peaceful community for living, working, and playing.

#### **IV. PROBLEM/NEED STATEMENT:**

The **United Against Violence of Greater Dayton (UAVGD)** is a collaborative of >90 diverse members that represent major community systems. They include but are not limited to faith-based groups, school systems (public, catholic and charter), justice system (police, sheriff, prosecutor's office and courts), human service organizations (domestic violence, mental health, child protection, adolescent runaway shelter, higher education, violence prevention agencies, homeless shelter, mentoring collaborative, health organizations and others.

During the first year of planning the UAVOGD collaborative included a combination of the Leadership Team and the Design Team. The function of the Leadership Team was to develop key elements of the community strategic plan including the statement of purpose, community vision, principles and shared values, performance indicators, as well as, a review of the work of the Design Group. The functions of the Design Group were to work through a SWOT analysis and develop goals, objectives, initiatives and the strategic action plan.

In the second year of planning, the United Against Violence of Greater Dayton established a structure to continue planning for implementation of the community strategic plan. The collaborative systems and structures include the Leadership Council and six Focus Councils (see diagram on page 24). The Leadership Council includes approximately 20 – 25 members. The role of the Leadership Council will provide strategy development, annual and long-range planning, funding strategy and leveraging of community resources.

The Focus Councils include the areas of Youth Prevention and Intervention Council; Public Health Resources Council; Parent and Family Success Council; Community Awareness Council; Community Norms and Standards Council and Funding Council. Each council includes approximately 20 – 25 members. The role of the focus councils is program and project integration, implementation oversight, public engagement, adaptive learning for the project based on prior experience, review of best practices and ongoing and annual assessment.

The **United Against Violence of Greater Dayton** collaborative has been driven by several powerful facts. During the first year of planning the Leadership Team grew from a community collaboration of (12) members to >90 members that represent most major systems and providers of violence prevention programs and services in the Greater Dayton community. It has been the work of this group and the Design Group that resulted in a comprehensive UAVOGD five-year strategic plan. During the process of strategic planning, community data was collected that indicates violence is a public health issue that spans all community systems and is at the core of social injustice due to barriers in reaching the most at-risk members of our community (see SWOT analysis on pages 38-40). There are numerous local data points measured across community systems that demonstrate the following:

- In 2005 the climate of school safety was documented through reports of (9,266) students in Montgomery County charged with delinquency and (4,633) charged with unruliness
- In 2007 the rate of violent crimes in Montgomery County was 4.7 crimes per 1,000 residents, which is higher than the national average.
- In 2008 the Community **Youth Survey** of (109) teens rated violence and safety as the second most important concern out of sixteen categories, only after drugs and alcohol.
- In 2008 there were (5,100) substantiated child abuse and neglect cases in Montgomery County
- In 2009 there were (10) deaths due to domestic violence in Montgomery County

- In 2010 the UAVOGD **Youth Risk Behavior Survey** results showed 37% of students reported having been hit, slapped or physically hurt during the past 12 months. Other baseline indicators are reported in this same survey.
- In 2010 principals and educators from diverse schools and districts reported that children are “encouraged by their parents to hit other students instead of communicating” and to even “hit the teacher if they make you mad”.

While the above stated data measures the problem of violence in our community, the Leadership and Design Teams of the UAVOGD believed that the second year of planning needed to focus on identifying specific community measures that correspond to the goals and objectives in the community strategic plan. These measures provided an initial baseline and method of measurement of performance (see page 18).

Another measure for the second year of planning is unmet capacity of violence prevention in the neighborhoods and other community sites that the collaborative identified as having the most vulnerable members of our community. This will serve as a baseline and prioritization for deployment of activities, programs and services in the most needed areas of our community as referenced in the UAVOGD strategic plan for implementation during 2011 forward.

## V. STRATEGIC GOALS:

The following goals for United Against Violence for Greater Dayton constitute the “one-page” strategic plan for strengthening violence prevention through the collaborative over the next five years. Each goal is supported by a set of objectives and initiatives, as well as action plans which follow.

### A) Strengthen Violence Prevention and Intervention for Youth

Strengthen violence prevention and intervention for youth in schools, neighborhoods, faith-based organizations, community agencies, and the courts.

### B) Equip Parents and Families to Succeed

Equip parents and families to succeed by changing the culture of desperation to one which communicates, cares, models success, and demonstrates healthy relationships which are safe.

### C) Reinforce Community Norms and the Standards of Accountability

Reinforce community norms and the standards of accountability by educating the community, the courts, and judges on consistent norms, consequences, and creating substantial education based on research and best practices.

### D) Educate the Community that Violence can be Prevented

Educate the community that violence can be prevented through consistent messaging, public education, and media outreach which systematically changes community acceptance and marginalizes violence through expanded awareness of violence and citizen reporting (i.e., smoking, seat belts).

### E) Provide and Reinforce Positive Outlets for Self-Discipline and Public Health

Provide and reinforce positive outlets for self-discipline and public health through recreation, arts, sports, after school programs, family programs, economic incentives, and community involvement by engaging business sponsors and university partners.

### F) Develop a Sustainability Model

Develop a sustainability model to support UAVGD efforts in targeted neighborhoods, additional neighborhoods as appropriate, and the UAVGD infrastructure.

### G) Strengthen Violence Prevention and Intervention for Young Adults

Strengthen violence prevention and intervention for young adults by educating and engaging young adults in planning and community service.

## **VI. OBJECTIVES AND INITIATIVES:**

The following strategic objectives and initiatives represent major priorities to be accomplished over the next five years. These objectives and initiatives will be further defined in strategic action plans, including timetables and responsibilities for each of the major priorities outlined below.

### **A) Strengthen Violence Prevention and Intervention for Youth**

- 1. Identify and select violence prevention curricula to be offered to certified daycares, preschools, elementary, middle, and high schools.**
- 2. Ensure consistent delivery of approved violence prevention curricula in identified schools, daycare centers, certified preschools, and youth groups.**
- 3. Educate youth on the consequences of violence, the types of violent behavior, and the norm of community expectations.**
- 4. Develop a violence prevention class in schools in the four targeted neighborhoods.**
- 5. Establish and reinforce venues for alternate dispute resolution (i.e., CIRCLES/Restorative Justice).**
- 6. Integrate the community services delivery system of programs which deals with violence.**
- 7. Engage a local university in efforts to develop an evidence-based batterer intervention program for teens.**
- 8. Teens who engage in dating violence demonstrate increased knowledge regarding relationship skills.**

### **B) Equip Parents and Families to Succeed**

- 1. Convene family services partners and programs that have core competencies in family education in order to identify gaps in services related to violence prevention.**
- 2. Engage United Way's faith-based Supportive Services Alliance and other organizations to promote and reinforce grassroots efforts for family education on violence prevention.**
- 3. Strengthen supportive service to parents and families by supporting "Safe Places" Project in the four targeted neighborhoods.**
- 4. Support the network of "Safe Places" throughout the community.**

- 5. Reinforce relational networks for peer support among single parent families.**
- 6. Develop systemic education for single fathers on their parental responsibility.**

**C) Reinforce Community Norms and the Standards of Accountability**

1. Establish Restorative Justice strategies (i.e., CIRCLES) in targeted neighborhoods to enhance community collective efficacy and engagement.
2. Educate parents through the courts and schools on violence behavior of children through Restorative Justice.
3. Create more exposure for judges to community services serving the “victims” of violence utilizing Restorative Justice.
4. Research best practices of communities across the U.S. that have consistent norms for violence awareness and prevention.
5. Increase awareness among youth of the consequences of gun crimes on sentencing.
6. Engage “In the Thick” providers in the training of volunteers and professionals in “transcending fears of working with violent youth.”
7. Develop access to directories of services and tools which quickly open up connections with social and community services.
8. Create professional after hours field trips to service providers to assist “In the Thick” workers.
9. Create quarterly recognition, show and tell, and networking events for community partners and “In the Thick” service providers.
10. Establish strategies to encourage males to hold each other accountable for domestic violence and violence against women.

**D) Educate the Community that Violence can be Prevented**

1. Develop and implement key violence prevention messages and a strategy to disseminate the messages.
2. Begin a community dialogue about “What is violence?” using convention and non-conventional media and communications.
3. Work with our community members to create a neighborhood violence prevention campaign.
4. Connect sororities, fraternities, and youth groups on violence prevention awareness.
5. Identify champions among high school, college and professional sports coaches and players for holding males accountable for ending domestic violence and violence against women.



6. Engage faith-based organizations in systematic violence prevention and awareness.
7. Build upon the strengths of faith-based organization in the four targeted neighborhoods to educate, advocate, and promote violence prevention.
8. Develop a community-wide model of social service agency staff to devote a limited amount of their time to serve as community violence prevention and education resources.

**E) Provide and Reinforce Positive Outlets for Self-Discipline and Public Health**

1. Engage major youth and family health and recreation partners in the development of a youth and family community health plan to address identified gaps in best practices.
2. Connect and integrate hospitals, arts, sports, park systems, and media for annual events on a common theme annually.
3. Engage hospitals and universities as key sponsors on violence prevention and the quality of life.
4. Develop a sponsored system to transport youth and families to programs.
5. Convene youth recreation and after school partners for a community integrated strategy for positive youth outlets.
6. Link businesses as partners with programs and agencies providing positive recreation outlets.

**F) Develop a Sustainability Model**

1. Ensure that UAVGD takes a proactive approach to resource development and sustainability over multiple years, working with all councils to build capacity for ongoing funding of UAVGD initiatives and infrastructure.
2. Implement a funding model for UAVGD projects and partners to facilitate grants to partner agencies.
3. Continue the development of Leadership and Focus Councils engaging new additional stakeholders.
4. Continue SBHI support of UAVGD development.

**G) Strengthen Youth Violence Prevention and Intervention for Young Adults**

- 1. Form a Young Adult Council that will be responsible for young adult engagement.**
- 2. Implement selected activities as recommended by the Young Adult Focus Council.**

## **VII. PERFORMANCE INDICATORS:**

The following performance indicators are the proposed metrics of success projected as the result of the United Against Violence Collaborative Strategic Plan. These performance indicators are intended to be used for annual evaluation by the collaborative to assess progress on strategic plan priorities. Performance indicators may also be used as a means for communicating progress to key stakeholders.

### **Overall Target Performance Indicator from 2011-2014**

Reduce “group-member involved” (GMI) gun violence of all ages in targeted Montgomery County neighborhoods (Westwood, North Riverdale, Trotwood and Harrison Township) by 10% over three years. (by 6-30-2014)

### **Supporting Performance Indicators**

1. Annual reduced incidence of intentional gun violence in the county by 25%.
2. Annual reduction in incidence of community-based violence across the communities in the county by 10% per year.
3. Annual improvement in public perception of Dayton and Montgomery County as a safe place to live by 10% per year based on WSU annual survey.
4. Annual improvement in rate of domestic violence and homicide by a 10% decrease each year.
5. Annual growth in the number of Pre-K through 12 violence prevention programs in schools.
6. Annual decrease in number of referrals to juvenile court based on 2010-11 baseline.
7. Annual reduction in incidence of child abuse by 10% per year based on children services data.
8. Annual increase in the number of adults reached by United Against Violence Programs each year based on 2010-11 baseline.
9. Annual reduction in reported treatment of intentional injuries among hospitals by 10% per year.
10. Annual increase in volunteer hours of civic engagement leveraged by United Against Violence each year.
11. Annual number of reported quality tips to law enforcement each year across the county.

**VIII. STRATEGIC ACTION PLANS:**

<b>Strategic Goal A – Strengthen Violence Prevention and Intervention for Youth</b>		
<b>Objectives</b>	<b>Activities</b>	<b>Outcomes</b>
<p>1. Identify and select violence prevention curricula by August 31, 2011 to be offered to certified daycares, preschools, elementary, middle, and high schools.</p>	<p><b>1.1</b> Promote evidence-based best practices of current providers (i.e., Public Health Dayton and Montgomery County, CIRGV, Daybreak, Prosecutor’s Office Victim Witness Division, Artemis Center, NCCJ, and UDUCDRC).</p> <p><b>1.2</b> Identify certified daycare centers, preschools and their directors, superintendents or principals within the targeted neighborhoods.</p> <p><b>1.3</b> Provide a curriculum menu for certified daycares, preschools, elementary, middle, and high schools.</p>	<p>Identified certified daycare centers and schools identify an approved curriculum that meets their needs by spring of 2012, 2013, and 2014.</p>
<p>2. Ensure consistent delivery of approved violence prevention curricula in identified schools, daycare centers, certified preschools, and youth groups by June 2014.</p>	<p><b>2.1</b> Contact directors, superintendents or principals regarding UAVGD Violence Prevention Curricula within the targeted neighborhoods.</p> <p><b>2.2</b> Expand the team of youth violence education providers interested in working with schools (i.e., Artemis Center, Catholic Social Services, YWCA, UHS, NCCJ).</p> <p><b>2.3</b> Identify champions among school principals within the targeted neighborhoods for youth violence prevention.</p> <p><b>2.4</b> Engage Neighborhood Schools as partners where possible.</p> <p><b>2.5</b> Engage early childhood providers in youth violence prevention education.</p> <p><b>2.6</b> Deliver approved violence prevention curricula with pre-</p>	<p>2-4 daycares/schools utilize one or more of the curricula by fall of 2012.</p> <p>2-4 daycares/schools utilize one or more of the curricula by fall of 2013.</p> <p>2-4 daycares/schools utilize one or more of the curricula by spring of 2014.</p> <p>Certified daycare and preschool children can identify violence and basic prevention skills.</p> <p>Elementary and middle school students can identify signs of violence and demonstrate improved skills to prevent violence.</p> <p>High school youth demonstrate increased knowledge regarding types of violence behavior and consequences of violence.</p>

	and post-results reported.	
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<b>Strategic Goal B – Equip Parents and Families to Succeed</b>		
<b>Objectives</b>	<b>Activities</b>	<b>Outcomes</b>
<p>3. Convene family services partners and programs that have core competencies in family education in order to identify gaps in services related to violence prevention by June 30, 2012.</p>	<p><b>3.1</b> Identify parent education models currently in use which are successful.</p> <p><b>3.2</b> Develop a Family and Parent Education Collaborative to promote evidenced-based models of violence prevention throughout the four targeted neighborhoods in Year Two, 2013.</p> <p><b>3.3</b> Promote creation of family peer support network in Year Three, 2014.</p> <p><b>3.4</b> Provide a workshop to increase knowledge and parenting skills for single fathers by fall of 2012.</p> <p><b>3.5</b> Seek input from the local Coordinated Community Response (CCR) Committee for Domestic Violence regarding community needs and gaps in intimate partner violence prevention.</p>	<p>Parents and families report increased community supports by spring of 2014.</p> <p>Families demonstrate use of peer support networks by spring of 2014.</p> <p>Parents and families receive a published list of best practice resources.</p> <p>Single fathers gain an improved understanding of child development, child rearing, and parental responsibility as documented by post-tests in spring of 2013.</p> <p>Fathers gain improved relationship skills and understanding of the impact of domestic violence on children.</p> <p>Community members become aware/gain knowledge of available Domestic Violence Resources.</p>
<p>4. Engage United Way’s faith-based Supportive Services Alliance and other organizations to promote and reinforce grassroots efforts for family education on violence prevention by fall of 2012.</p>	<p><b>4.1</b> Contact United Way regarding their Supportive Services Alliance among faith-based organizations by August 2011.</p> <p><b>4.2</b> Identify faith-based and other organizations within the four targeted neighborhoods by fall 2011.</p> <p><b>4.3</b> Recruit UAVGD membership from the faith-based community.</p>	<p>Target audiences demonstrate greater involvement in collaborative violence prevention activities by spring of 2013.</p> <p>UAVGD reports increased membership in area of faith-based organizations by June 2012.</p>

	<p><b>4.4</b> Work with the Neighborhood Schools Initiative to identify family needs and work collaboratively to meet those needs by June 2014.</p> <p><b>4.5</b> Engage the FCFC Stable Families Outcome Team to identify opportunities to impact parent and family success by spring 2012.</p> <p><b>4.6</b> Engage the Artemis Center as a lead agency to provide training to selected faith based organizations in the 4 targeted neighborhoods by 2013.</p>	<p>Targeted audiences will endorse a proclamation for support of violence prevention by January 2014.</p> <p>Faith leaders and lay leaders demonstrate increased knowledge regarding the links between family violence and community violence, and how to identify and help families who are experiencing domestic violence by December 2013.</p>
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**Strategic Goal B – Equip Parents and Families to Succeed (continued)**

Objectives	Activities	Outcomes
Delete Objective #5	“Safe Places”	

**Strategic Goal C – Reinforce Community Norms and Standards for Accountability**

Objectives	Activities	Outcomes
<p>6. Establish Restorative Justice strategies (i.e., CIRCLES) in targeted neighborhoods to enhance community collective efficacy and engagement by June 30, 2014.</p>	<p><b>6.1</b> Create a series of “Greet and Meet” events among “In the Thick” providers and social services agencies to learn directly from one another about violence prevention programs in the community.</p> <p><b>6.2</b> Research best practices regarding Restorative Justice.</p> <p><b>6.3</b> Explore and assess Restorative Justice strategies in targeted communities.</p> <p><b>6.4</b> Provide Restorative Justice training to individuals in the community.</p> <p><b>6.5</b> Work with neighborhood</p>	<p>Targeted audiences show increased knowledge by “In the Thick” providers and their services available to clients following each event and by June 2014.</p> <p>Twelve persons receive “Circle Keeper” Training each year during 2012 and 2013, and 2014.</p> <p>200 persons receive community awareness training by June 30, 2014.</p>

	<p>organizations, city and county officials, and priority boards to build consensus on Restorative Justice.</p> <p><b>6.6</b> Coordinate meetings with key stakeholders in the four targeted neighborhoods regarding Restorative Justice.</p>	
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<b>Strategic Goal D – Engage the Community that Violence can be Prevented</b>		
<b>Objectives</b>	<b>Activities</b>	<b>Outcomes</b>
<p>7. Build upon the strengths of faith-based organizations in the four targeted neighborhoods to educate, advocate, and promote violence prevention by June 2014.</p>	<p><b>7.1</b> Work with faith based organizations to collaborate and host forums and/or events in order to better understand violence prevention within the four targeted neighborhoods by Jan 2013. From the very onset while we seek to include diversity, we cannot let efforts be derailed in the process of planning.</p> <p><b>7.2</b> Create feedback mechanisms that measure the desired outcomes by January 2012.</p> <p><b>7.3</b> Engage hospital health ministries of Good Samaritan Hospital and Kettering Medical Center in promotion of violence prevention events by April 2013.</p> <p><b>7.4</b> Engage faith based organizations in the 4 targeted neighborhoods to promote the prevention of family violence.</p>	<p>Targeted religious organizations engage in systematic violence prevention awareness by June 2014.</p> <p>Faith-based organizations gain an increased value of community efficacy by June 2014.</p> <p>Members of the community are actively engaged in ongoing activities by June 2014.</p>
<p>8. Develop and implement key violence prevention messages and a strategy to disseminate the messages by June 2012.</p>	<p><b>8.1</b> Choose 10-15 key messages.</p> <p><b>8.2</b> Create an implementation strategy for key messages distribution by December 2011.</p> <p><b>8.3</b> Obtain price quotes and possible pro bono donations from businesses and universities (utilizing students</p>	<p>Targeted audiences report increased visibility indicators of violence prevention messages by December 2012.</p> <p>Selected stakeholders such as school, businesses and places of faith promote violence prevention messages by</p>

	<p>and possible service project hours and/or requirement of class) regarding design and layout of violence prevention messages by February 2012.</p> <p><b>8.4 Engage Young Adult Focus Council on key messages.</b></p>	<p>December 2012.</p> <p>Targeted audiences report awareness of key violence prevention messages throughout the four targeted neighborhoods by December 2012.</p>
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**Strategic Goal E – Provide and Reinforce Positive Outlets for Self-Discipline and Public Health**

Objectives	Activities	Outcomes
<p>9. Engage major youth and family health and recreation partners in the development of a youth and family community health plan to address identified gaps in best practices by June 2013.</p>	<p><b>9.1</b> Conduct access map of four targeted neighborhoods by December 2011.</p> <p><b>9.2</b> Identify key potential stakeholders in the four targeted neighborhoods by July 2012.</p> <p><b>9.3</b> Provide orientation to interested representatives of the identified key potential stakeholders in the four targeted neighborhoods.</p> <p><b>9.4</b> Meet with and “profile” interested key potential stakeholders in the four targeted neighborhoods by February 2013.</p> <p><b>9.5</b> Convene recreation and public health partners in the community to identify gaps in positive outlets for pre-teens and teens in the four targeted neighborhoods by June 2013.</p> <p><b>9.6</b> In conjunction with the Young Adult Focus Council, develop a strategic plan that creates positive outlet opportunities for pre-teens and teens in the targeted area.</p> <p><b>9.7</b> Identify models and components of healthy communities from successful best practice models and assess feasibility of replicating.</p>	<p>UAVGD members gain increased knowledge regarding the demographics of the four targeted neighborhoods by December 2011.</p> <p>Stakeholders in the targeted areas will increase knowledge of the UAVGD initiative by February 2013.</p> <p>Identified individuals representing programs that align with UAVGD’s strategic plan are invited to serve on the Public Health Focus Council by June 2013.</p>

**Strategic Goal F – Develop a Sustainability Model to Support UAVGD Efforts in Targeted Neighborhoods, Additional Neighborhoods as Appropriate, and the UAVGD Infrastructure**

Objectives	Activities	Outcomes
<p>10. Ensure that UAVGD takes a proactive approach to resource development and sustainability over multiple years, working with all councils to build capacity for ongoing funding for UAVGD initiatives and infrastructure starting July 1, 2011 and ongoing.</p>	<p><b>10.1</b> Identify grant writers to support selected initiatives as needed.</p> <p><b>10.2</b> The Funding Council will coordinate, track, and monitor funding requests to ensure success.</p> <p><b>10.3</b> The Funding Council will work with the Leadership Council to develop the policies and procedures for grant writing and grant monitoring by December 2011.</p> <p><b>10.4</b> The Funding Council will identify a list of funding sources. (ongoing)</p> <p><b>10.5</b> Leadership Council will review and prioritize funding requests. (ongoing)</p>	<p>Members can identify viable grants that support UAVGD prevention efforts starting July 2012 and ongoing.</p> <p>Members utilize UAVGD’s grant process to support and sustain UAVGD’s strategic plan starting September 2011 and ongoing.</p> <p>UAVGD member agencies will demonstrate collaborative approaches to grant seeking starting July 2012 to 2014</p>

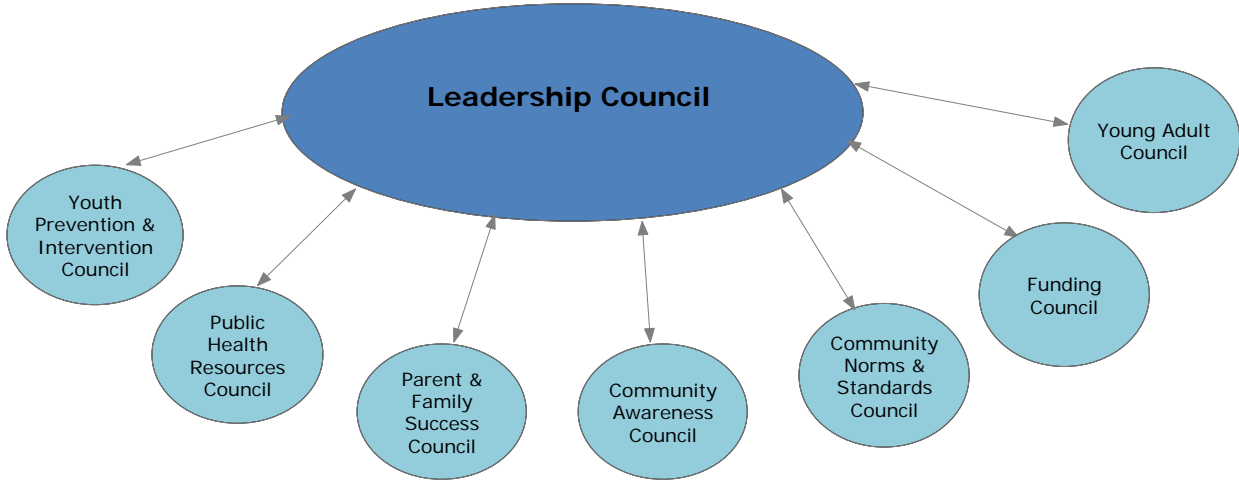
**Strategic Goal G – Strengthen Violence Prevention and Intervention for Young Adults**

Objectives	Activities	Outcomes
<p>11. Form a Young Adult Council that will be responsible for young adult engagement by December 2011.</p>	<p><b>11.1</b> Recruit members for the Young Adult Council.</p> <p><b>11.2</b> Engage Young Adult Council members in the strategic planning process by May 2012.</p>	<p>Young Adult Council members identify violence prevention gaps pertaining to the young adult population by May 2012.</p> <p>Leadership Council revises the UAVGD Strategic Plan to include the Young Adult strategies by December 2012.</p> <p>Young Adult Council completes a SWOT analysis by May 2012.</p>
<p>12. Implement selected</p>	<p><b>12.2</b> Engage young adults in</p>	<p>Young Adult Council</p>

<p>activities as recommended by the Young Adult Focus Council.</p>	<p>events/activities (i.e., video contest PSAs) focusing on violence prevention by December 2012.</p> <p><b>12.3</b> Offer community service project opportunities in the four targeted neighborhoods by spring 2013.</p>	<p>determines outcomes after SWOT analysis is completed and by September 2012.</p>
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**IX. COLLABORATIVE SYSTEMS AND STRUCTURES:**

The following diagram outlines the process for engaging community partners in the United Against Violence Collaborative. This structure will be supported by a cadre of participating agencies and organizations which have been identified and profiled separately in the United Against Violence Core Capability Assessment by Samaritan Behavioral Health. Each of these organizations has been identified as an Upfront, In-the-Thick, or Aftermath provider of resources and services related to violence reduction in the community.



## **Leadership Council**

The United Against Violence Collaborative of Greater Dayton will be convened by Samaritan Behavioral Health, Inc. who will serve as the fiscal agent and project coordinator for the initiative in the community. A Leadership Council will be convened including approximately 20 to 25 members with the following representation characteristics:

- **CEOs, Executive Directors, or Directors of Partner Agencies**
- **University Representatives**
- **Public and Law Enforcement Appointed Officials**
- **Funders**
- **Leadership Representatives of the Six Focus Councils**
- **Constituent Representatives directly from the Community**
- **Hospitals**

The role of the Leadership Council will be to provide the following functions to the United Against Violence Collaborative:

- **Strategy Development**
- **Annual and Long-range Planning**
- **Funding Strategy**
- **Leveraging of Community Resources and Partnerships**

Leadership Council members will serve two-year renewable terms.

## **Focus Councils**

In addition to the Leadership Councils, a series of Focus Councils will be established for United Against Violence in the following areas:

- **Youth Prevention and Intervention**
- **Public Health Resources**
- **Parent and Family Success**
- **Community Awareness**
- **Community Norms and Standards**
- **Young Adult**
- **Funding**

These Focus Councils will be led by co-leadership agencies who commit to a specific timeframe for leading each of their respective councils. Councils will be comprised of approximately 20 members each with self-interest in the focus council area. Representation in the focus councils will include:

- **Faith-based Organizations and Neighborhood Associations**
- **Integrated Team of Prevention, In-the-Thick, and Aftermath Providers**
- **University Partners**
- **Business Sponsors**
- **Media Representatives**
- **Youth and Young Adult Leaders**
- **Senior Citizens**
- **School Districts**

The Role of these Focus Councils will be to provide coordination and implementation of action plans which appear in the United Against Violence Strategic Plan. Their role will specifically include:

- **Program and Project Integration**
- **Implementation Oversight**
- **Public Engagement**
- **Adaptive Learning for the Project Based on Prior Experience**
- **Review of Best Practices**
- **Ongoing and Annual Assessment**

Focus Council members and Co-chairs will serve one-year renewable terms.

**X. PLAN FOR ONGOING ASSESSMENT:**

**The United Against Violence Collaborative of Greater Dayton will adopt a multi-faceted approach to ongoing assessment. This ongoing assessment will assure that the Collaborative continues to engage its partners and the community in a sustained effort for violence prevention over multiple years.**

Elements of the plan for ongoing assessment will include the following:

- A) Annual Assessment of Progress** – An annual assessment of progress will be developed by each focus council for their area of attention. This will include a review of the strategic goal, supporting objectives, and activities. A standard quarterly report will be developed by SBHI for use by focus councils in developing their annual assessment of progress.
- B) Performance Standards Dashboard** – SBHI working with the Leadership Council will develop a community dashboard of performance standards. This will include a template for tracking community metrics of success on the agreed upon performance standards on the UAVGD Collaborative Strategic Plan. Performance standards will be reported on the dashboard annually.
- C) Annual Review and Strategic Plan Update by Leadership Council** – The Leadership Council of the UAVGD Collaborative will conduct an annual review of progress on goals and objectives after it receives the standard quarterly report of each focus council. This annual review will include an update of the United Against Violence Strategic Plan to assure its continued relevance.
- D) Baseline Funding Assessment Model** – On an ongoing basis, a baseline funding assessment will be completed by the Funding Focus Council. This funding assessment will include, but not be limited to the following items:
- **Existing sources of funding and projections for the future**
  - **Trends and patterns of funding aligned with United Against Violence Plan priorities**
  - **Prospective funding sources to be cultivated annually**

- E) **Uniform Partner Program Self-Assessment** – The UAVGD Leadership Council working with SBHI will develop a uniform partner self-assessment. Many programs within individual agencies are subject to reporting standards by their funders and those agencies which may be different than a uniform self-assessment. Efforts will be made to reduce redundancies and create uniform self-assessments where possible for partners to assess programs related to violence prevention and their impact on the community.
- F) **Strategic Plan Alignment Review** – On an annual basis, the Leadership Council and SBHI will review the alignment of its current UAVGD Collaborative Strategic Plan with other key community plans with similar ends and outcomes. These plans include, but are not limited to:
- **Family and Children First Council Annual Plan and Focus Areas**
  - **Alcohol, Drug, and Mental Health Services Board Strategic Plan**
  - **Neighborhood Schools Initiative of Dayton Public Schools and the Fitz Center of the University of Dayton**
  - **Job and Family Services Strategic Plan**

Efforts will be made whenever possible to align UAVGD goals and objectives with the priorities of these groups that have a shared interest in violence reduction in the community and serving their populations.

## XI. **PLAN FOR COMMUNICATIONS:**

**The United Against Violence Collaborative will employ a wide range of communications strategies to engage its major stakeholders and the general public in the importance of violence prevention in the greater Dayton area.**

Elements of the plan for communications include the following dimensions:

- A) **Community Awareness Council** – A Community Awareness Council will be a major component of the United Against Violence communication effort. The Community Awareness Council will focus on “10 critical messages for violence prevention.” These messages will provide easy to understand and consistent messages that the public can learn and incorporate into their daily lives.
- B) **Participation in Annual Events and Community Expo** – The United Against Violence Collaborative will be a regular participant in community events and expos which feature key violence prevention activities and themes. Such events are currently conducted by the following groups in the greater Dayton area. An effort will be made to incorporate United Against Violence communications within these events rather than duplicate them. Current events include:

- **Montgomery County Sheriff's Department key neighborhood activities**
- **Dayton International Peace Museum activities**
- **Sisters of the Precious Blood Prayer Vigils**
- **National Night Out sponsored by the Dayton Police Department and Dayton Urban Ministry**
- **Season of Non Violence**

**C) Youth Engagement** – The United Against Violence Collaborative understands that engagement of youth and youth leaders will be a critical component of its future success. Consequently, youth engagement will be a critical element of its communication's strategy. The United Against Violence youth engagement strategy will include participation of:

- **University Student Services**
- **University Nursing Schools**
- **Community Health Agencies**
- **Public Schools**
- **Private Schools**
- **Charter Schools**
- **YMCA Teen Council**
- **National Coalition for Community and Justice (NCCJ) Teen Summit**
- **Job and Family Services Youth Leadership Council**

**D) Faith-Based Coalitions** – The United Against Violence Collaborative will work closely with faith-based coalitions to integrate its messages and community awareness strategies into their efforts. Key faith-based coalitions in the greater Dayton community include:

- **Weavers of Justice**
- **Interdenominational Ministerial Alliance**
- **Greater Dayton Christian Connection**
- **Jewish Federation of Greater Dayton**

Emphasis on these faith-based coalitions will be placed on the following three dimensions of engagement of the faith-based community:

- **Education of their congregations and members**
- **Advocacy for action**
- **Hands-on action related projects**

The ongoing plan for communications for the United Against Violence Collaborative will integrate whenever possible with key organizations and missions that have similar communications and violence prevention agendas. This effort while challenging to implement will provide the most cost effective and seamless approach to community education on violence prevention.

## XII. PLAN FOR TRAINING AND CAPACITY DEVELOPMENT:

**Training and capacity development for United Against Violence will focus on engaging and developing the leadership capacity of the various councils which are part of United Against Violence. In addition, training will be extended to providers and key community influence leaders whose leadership is essential to violence prevention.**

Dimensions for training and capacity development for the Collaborative will include the following:

**A) Annual Orientation and Training Process** – An annual orientation and training process will be conducted for all councils of United Against Violence to integrate new members into the Collaborative. Emphasis on training will be provided directly to the:

- **Leadership Council Members**
- **Focus Council Co-Chairs**
- **Focus Council Members**

Each year, the training of these leaders will engage them quickly in the violence prevention process for the community.

**B) Leadership Council Role Descriptions** – Role descriptions have been developed for key leadership councils of UAVGD. These role descriptions identify the purpose, key activities, and performance measures for each of the following leadership elements of the United Against Violence Collaborative:

- **Leadership Council**
- **Focus Councils**
- **Focus Council Team Leaders**

**C) Best Practice Training** – The SBHI Violence Team Leader will serve as a key advocate and trainer for field practitioners and agencies in violence prevention strategies and best practices which have been identified nationally. The UAVGD Collaborative will rely on its national network convened by Catholic Health Initiatives and Prevention Institute partners for best practice information and concepts. Best practice training will be provided for:

- **Primary “Up Front” Prevention and Education Practitioners**
- **Secondary Prevention “In the Thick” Practitioners and Agencies**
- **Tertiary “Aftermath” Practitioners and Agencies**



**D) Community-Based Training** – The Violence Prevention Collaborative over time will develop its capacity to integrate training within the existing training and orientation processes of key community groups and organizations. Training will be delivered in an integrated fashion throughout the community working with the following key institutions:

- **Schools**
- **Faith-based Organizations**
- **Businesses**
- **Civic Leaders**
- **Neighborhood Priority Boards**
- **City Councils and Commissions**
- **Community Social Service Agency Boards of Directors and Management Staff**

### **XIII. PLAN FOR RESOURCE DEVELOPMENT AND SUSTAINABILITY:**

**The United Against Violence of Greater Dayton Collaborative will continue a proactive approach to resource development and sustainability for the effort over multiple years. This resource development strategy will require a number of elements taken together to create a capacity for ongoing funding for United Against Violence initiatives.**

The following elements for a resource development and sustainability plan are anticipated:

- A) Funding Council** – Within the United Against Violence Collaborative structure, members will be recruited by SBHI and the Leadership Council to form a Funding Council. This council will consist of fundraising and development professionals within partner agencies. In addition, relationships with local communities and corporate foundations will be established as part of the Funding Council. Ongoing efforts of the Funding Council will also reach out nationally to foundations and government initiatives with a targeted investment for violence prevention.
- B) Strategic Plan Alignment Review** – As documented in Section X of the plan, the sustainability for United Against Violence will also be connected to its ability to link with the plans of other key organizations in the community with similar initiatives and agendas which are community wide.

As previously documented in Section X, this strategic plan alignment review will occur each year assessing the current alignment of the United Against Violence Strategic Plan with the following community initiatives and agencies that have a substantial effect on the social service system:

- **Family and Children First Council of Montgomery County**
- **Alcohol, Drug, and Mental Health Services Board Strategic Plan**
- **Neighborhood Schools Initiative of the University of Dayton and Dayton Public Schools**
- **Job and Family Services of Montgomery County**

**C) Three-Tiered Funding Strategy** – The United Against Violence Funding Strategy will include three tiers of effort to secure funding for the future:

- **Funding for planning will be sought for years three to five from Catholic Health Initiatives**
- **Implementation of project funding will be sought from other prospective funders with a regional or national focus on violence prevention and community initiatives. The funding council will look for best matches for implementation plan funding for existing efforts in the community with the purposes of these regional and national foundations.**
- **Consistent local grants from community and corporate funders – The United Against Violence Collaborative will seek local corporate and community funders, including family foundations to support shared grants among partner agencies. Efforts will be made to work with partner agencies to secure shared grants which may at times replace existing individual agency grants to achieve common ends. This is consistent with the trends of local funders in greater Dayton that are seeking greater collaboration and shared outcomes in their grant making process.**

#### **XIV. STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS (SWOT)**

##### **ANALYSIS:**

**On January 14, 2010, the United Against Violence Leadership Team participated in a Strengths, Weaknesses, Opportunities, and Threats Assessment of violence prevention efforts in the community. The team began by assessing and prioritizing the strengths of violence prevention in greater Dayton.**

##### ***Strengths of Violence Prevention in Greater Dayton***

1. Community fed up with violence with increased awareness and readiness for change.
2. Shared common value to reduce violence.
3. High quality, effective, existing programs in their sphere of influence.
4. Federal, state, county, and cities are aligning resources to impact violence.
5. Community willingness to collaborate beyond comfort zones.
6. Agency data sharing is forthcoming.
7. High national sensitivity to terrorism.

**The Leadership Team further identified and prioritized the following weaknesses or limitations of violence prevention in greater Dayton. These weaknesses or limitations were identified as those areas for improvement which could be incorporated into the future community plan.**

##### ***Weaknesses/Limitations to Violence in Prevention in Greater Dayton***

1. Lack of common language and common strategies (i.e., curriculum and programs).
2. Lack of holistic view of the problem (i.e., teachers, students, parents, and daycare providers) in speaking the language of peacemaking.
3. No single purpose agency to champion violence prevention.
4. Limited access of youth to creative outlets (recreation, art, etc.).
5. Limited data sharing capacity in some areas (i.e., substance abuse) and among agencies for key population segments.
6. Limited opportunities for youth to practice pro-social behavior.
7. Need for greater attention to teach the behaviors we expect.
8. Limited buy-in from the media on the importance of violence prevention.
9. Limited funding which dictates intervention away from prevention.
10. Unenlightened community conditioned by stereotypes (race, gender, religious, socio-economic, etc.)
11. Political circles which influence funding and programs.
12. Habits of unilateralism in working cooperatively.
13. Lack of mechanism for shared communication and collaboration which influences our success.
14. Acceptability of youth violence which is often glorified.
15. Peer pressure to conform to youth group norms.
16. Limited coordination of users and providers.
17. A pre-supposition that clients have interests that our programs offer.

18. Limited engagement of people and organizations in the community to work with law enforcement.
19. Limited collaborative fundraising and missed opportunities.
20. Limited staff time to collaborate across agencies and programs.
21. Limited access to transportation for youth to programs.
22. Decreased job opportunities.
23. Abdication of responsibility and involvement among parents.
24. Tendency to identify with perpetrators as victims.

**The Leadership Team further identified the following external threats to the viability and future effectiveness of violence prevention in greater Dayton. These threats were prioritized in terms of their significance.**

<b>Threats to Viability/Effectiveness of Violence Prevention Efforts</b>	<b><u>Level of Significance</u> (High-Medium-Low)</b>
1. Limited opportunity to integrate and expose kids to other communities and people.	H
2. Violence messages within key influencers: sports, music, media, etc.	H
3. Economic climate of the community (jobs, poverty, etc.)	H
4. Culture of division, adversaryism, and difference.	H
5. Lack of consensus on solution set.	M
6. Mixed messages in violence prevention efforts.	M
7. Level of apathy in social systems.	M
8. Militaristic and violent responses to threats at all levels of society.	M
9. Pervasiveness of violence in our culture which is desensitizing.	M
10. Increasingly younger ages of perpetrators, particularly among females.	M
11. Pre-cursors to violence (limited education, incarceration, etc.)	L
12. Business adoption of violence messaging to sell products.	L
13. Failure to seize the moment – which is now.	L
14. Limited parental exposure to skills to teach their children which leads to disrespect of individuals with little value.	L
15. Prevalence of gangs.	L
16. Frustration with lack of opportunity.	L
17. No central institutions for moral education.	L

**Leadership Team members identified the following future opportunities as those most critical to explore within a future strategic plan. Future opportunities were further prioritized in terms of their level of significance as high, medium, or low.**

<b>Future Opportunities</b>	<b><u>Level of Significance</u> (High-Medium-Low)</b>
1. Community development among violence prevention agencies and institutions (develop the system).	H
2. Expanded programming to reach families, schools, and faith-based organizations.	H
3. Expanded program opportunities for neighborhood youth (arts, recreation, transportation, supervision).	H
4. Build large scale networks of people and relationships which endure (mentoring, coaching, modeling) – teaching our community how to live together.	H
5. Linking systemic issues with violence prevention (business and social service partnerships).	M
6. Engagement of parents and youth in the development of priorities, focusing on positive role models.	M
7. Community-wide marketing and public relations campaign to change attitudes (citizenship, values, etc.).	M
8. Regional and broad-based violence perspective (domestic violence, date rate, etc.).	M
9. Development of consistent definitions of violence and violence prevention (10 messages on violence).	L
10. Program expansion and funding to whole communities.	L
11. Outcome-based focus on community best practices (i.e., gun violence, second step curriculum).	L