



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

**(FINAL DRAFT)**

**APRIL 21, 2010**

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**UNITED AGAINST VIOLENCE LEADERSHIP AND DESIGN TEAMS AND**  
**SAMARITAN BEHAVIORAL HEALTH, INC.**

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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, including the following members to participate on an ongoing basis in the development of the United Against Violence Greater Dayton Collaborative. The Leadership Team includes the following members:

Jerrie Bascomb-McGill, Board Member Samaritan Behavioral Health	Allen Elijah, President & CEO United way of Dayton/Montgomery County	Charles Powell, CEO Building Bridges
Amanda Barnabas, Clinical Director The Other Place	Becky Gaytko, Special Projects Administrator Dayton Police Department	Craig Powell, Executive Coordinator Powernet of Dayton
Sharon Becker, Coordinator GSH Health Ministries	Angela Goodwine, Ex. Dir. SCLC	David Ramey, Consultant Strategic Leadership Associates
Richard Biehl, Chief of Police Dayton Police Department	Dedrick Howard, Director Nicholas Residential Treatment Center	Patti Schwarztrauber, Director Artemis Center
Sharmin Black, Director of Education Dayton Urban League	Sue Koverman, Director of Shared Student Services Catholic Education Collaborative	Eric Shafer, Director Montgomery County Juvenile Court
James Bolden Montgomery County Public Health	Jan Lepore-Jentleson, Executive Director East End Community Services	Cathy Y. Shanklin, Ex. Dir. Dayton Dialogue on Race Relations
Terry Bruns, Ex. Dir. Jeremiah's Letter	S. Donna Liette Sisters of the Precious Blood	Joe Spittler, Executive Director, Criminal Justice Council Family and Children First Council
Gayle Bullard, Assistant Director Montgomery County Children's Services	Pat Meadows, Ex. Dir. NCCJ	Deborah Styles, Executive Director UMADOP
Mary Burns, CEO Miami Valley Child Development Center	Libby Nicholson, Director CARE House CMC	Joe Szoke, Director ADAMHS Board
Michael Carter, Senior Director Fast Forward	Jael Ojwaya, Director, Psychological Services Dayton Public Schools	Tom Wahlrab, Ex. Dir. Human Relations Council
Dr. Kate Cauley, Director WSU Center for Health Communities	Christine Olinsky, Miami Valley Area Leader Ohio State University Extension	Brian Weltge, Ex. Dir. Humane Society of Greater Dayton
Day Chesney, COO Miami Valley Child Development Center	Phil Plummer, Sheriff Montgomery County Sheriff's Department	Jim Wilson, Executive Director Parity
Michelle Dilts, Violence Prevention Team Leader Samaritan Behavioral Health	Quincy Pope, Chief Trotwood Police Department	Michelle Zaremba, Ex. Dir. Dayton Mediation Center

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 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**. The Design Team includes the following members:

Mark Baker Mentoring Collaborative of Montgomery County	Carla Clasen, Co-Director Center for Health Communities	Susan S. Gottschalk, Esq., Director Family Violence Collaborative
Rhonda Barner Retired Director of Victim Witness	Michelle Dilts, Violence Prevention Team Leader Samaritan Behavioral Health	Terri Griffith, COB Pastor Mack Memorial Church of the Brethren
Tim Beasley, Clinical Services Supervisor Montgomery County Children's Services	Herman Dixon, Street Advocate, CIRGV	Shaun Hamilton, Manager Injury Prevention Center of Miami Valley Hospital
Charles Burks, Program Coordinator Adventure Central	Lt. Larry Faulkner, Commander Central Business District Dayton Police Department	Beth Holton, Ex. Dir. Greater Dayton Christian Connection
Stacia Burlingame, Independent Living coordinator Montgomery County Children's Services	Rev. Sherry Gale Grace United Methodist Church	Kathy Hooks, Director of Youth Services Daybreak
Sheila Burton, Ex. Dir., Accountability Assessment & Research Dayton Public Schools	Kim Gambrell, Resource Coordinator Mentoring Collaborative of Montgomery County	Sandy Hunt Victim Witness Division
Monnie Bush, CEO Victory Project	Becky Gaytko, Special Projects Administrator Dayton Police Department	Denise Jenkins, Program Specialist CARE House CMC
		Kate Johnson, Programming Coordinator Peace Museum

Shirley Jordan, Mentoring Coordinator Powernet of Dayton	Linda Parrish, Mother of Anthony Survivor	Pat Hicks-Smith Dayton Dialogue on Race Relations
Tanisha Jumper, Sr. Director, Community Impact United Way of Dayton and Montgomery County	Derick Patten Wright State University	Cheryl Spencer, FLOC Liaison ODJFC Children's Services
Sarah Kelly, Program Director Girl Scouts of Western Ohio	William Peterson Street Soulj haz	Belinda Stiles, Clinical Mgr. YWCA
Jane Keiffer Artemis Center	John Porter, Captain Trotwood Police Department	Ram Srivastava, Manager, Evaluation Systems ADAMHS Board
Tawyna Lambert St. Paul United Methodist Church	Darlene Powell, Program Services Manager Montgomery County Juvenile Court	Beth Tamborski, Prog. Mgr. South Community Behavioral Health Services
Major Greg Laravie Montgomery County Sheriff's Department	David Ramey, Consultant Strategic Leadership Associates	Jeanette Taylor NCCJ
S. Donna Liette Sisters of the Precious Blood	Michelle Riley, Director of Programs YWCA	Tania Trammell, Teen Center Coordinator Girls and Boys Club
Dr. Mark McGuire, Sr., Bishop St. Paul's Global Ministry	Hazel Rountree, Assistant Director, Affirmative Action Wright State University	Sean L. Walton, Director of Youth Initiatives Community Action Partnership
Charles Miller, Street Advocate, CIRGV	Linda Russell, Director Urban Child Development Resource Center	Janeece Warfield WSU School of Professional Psychology
Tena Mitchell, Outreach & Prevention Specialist Daybreak	Cheryl Scroggins Dayton Council on Health Equity	Erik Wilson, Captain Trotwood Police Department
Tommy Owens, Jr., Program Manager Dayton Urban League	Marion Shakelford CIRGV	Dr. Betty Yung WSU School of Professional Psychology
Jill Parker, Community Health Advocate II Montgomery County Public Health	Tracy Sibbing, Manager, Community Initiatives United Way of Dayton/Montgomery County	

The following strategic plan represents the work of the Leadership Team and Design Team of the United Against Violence of Greater Dayton Collaborative in developing a five-year strategic plan for the future of integrated violence prevention efforts in the community.

## **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**

### 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, churches, 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 (UAVOGD)** 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 will establish 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 31). The Leadership Council will include 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 will 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 will include approximately 20 – 25 members with the core characteristics listed on page 32 and 33. 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 43-45). 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 believe that the second year of planning needs to focus on identifying specific community measures that correspond to the goals and objectives in the community strategic plan. These measures will provide an initial baseline and method of measurement of performance (see page 16).

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 year three.

## **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, churches, 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 for Perpetrators of Violence**

Reinforce community norms and the standards of accountability for the perpetrators of violence 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 through Awareness and Reporting**

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 by Engaging Business Sponsors and University Partners**

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) Connect and Integrate “Street in the Thick” Intervention with our Community Social Service Intervention System and Agencies**

Connect and integrate “Street in the Thick” intervention with our community social service agency intervention systems and agencies, building relationships which maximize quicker, effective, and integrated services with greater impact, reinforcing basic human respect.

## **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. Educate youth on the consequences of violence, the types of violent behavior, and the norm of community expectations.**
- 2. Align and coordinate programs and curriculum among partner organizations providing consistent information.**
- 3. Develop a call for curriculum in violence prevention throughout the community.**
- 4. Develop a violence prevention class in every school in the county.**
- 5. Systemically educate program leaders and volunteers on developmental assets of youth.**
- 6. Establish and reinforce venues for alternate dispute resolution.**
- 7. Develop a peer leadership network for violence prevention in the community through schools and churches (i.e., Peacemaker Groups).**
- 8. Utilize the Dayton Mediation Center as a convener and resource for youth prevention efforts.**
- 9. Integrate the community services delivery system of programs which deals with violence.**

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

- 1. Facilitate the coordination of community data to identify children at risk of violence.**
- 2. Develop a network of “safe places” and “safe homes” throughout the community.**
- 3. Convene family service partners and programs in the community to identify gaps in services preventing violence.**

4. Reinforce relational networks for peer support among single parent families.
5. Develop systemic education for single fathers on their parental responsibility.
6. Develop key messages on families succeeding as part of a community-wide campaign.

**C) Reinforce Community Norms and the Standards of Accountability for Perpetrators of Violence**

1. Reinforce the accountability among parents through the courts and schools for violent behavior of children.
2. Study court and governmental policies which “encourage divorce” and seek policy changes.
3. Educate judges on the impact of lenient sentencing on the community.
4. Create more exposure for judges to community services serving the “victims” of violence.
5. Create community knowledge through public information photos of drug dealers, increasing awareness.
6. Reinforce greater uniformity among judges for similar sentences for similar crimes.
7. Research best practices of communities across the U.S. that have consistent norms for violence awareness and prevention.
8. Increase awareness among youth of the consequences of gun crimes on sentencing.

**D) Educate the Community that Violence can be Prevented through Awareness and Reporting**

1. Develop a community-wide campaign with all partner agencies with key messages on community norms, family strength, and violence prevention.
2. Begin a community dialogue about “What is violence?” using convention and non-conventional media and communications.
3. Work with our cities to create a door to door neighborhood campaign on individual self-esteem and violence prevention.

4. **Connect sororities, fraternities, and youth groups on violence prevention awareness.**
5. **Engage churches in systematic violence prevention and awareness.**
6. **Engage the mentoring collaborative in violence prevention education for youth.**
7. **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.**
8. **Engage youth in the criminal justice system as mentors.**
9. **Create a youth violence prevention leadership council.**

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

1. **Develop a major event for youth once each month sponsored by local businesses working with the “Teen Coalition” .**
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) Connect and integrate “Street in the Thick” Intervention with our Community Social Service Intervention System and Agencies**

1. **Engage “In the Thick” providers in the training of volunteers and professionals in “transcending fears of working with violent youth.”**
2. **Develop access to directories of services and tools which quickly open up connections with social and community services.**
3. **Create professional after hours field trips for helping professionals to “Street in the Thick” services.**

- 4. Create quarterly recognition, show and tell, and networking events for community partners and “In the Thick” service providers.**
- 5. Develop a process to compare and evaluate measures and outcomes across agencies to understand true big picture of community impact and progress.**
- 6. Develop a “buddy system” linking street workers with an agency colleague.**



## **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.

- 1. Annual reduced incidence of intentional gun violence in the county by 25% in year one and 50% in year two and beyond.**
- 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 reductions in suspensions, expulsions, and office referrals across school districts based on 2010-11 baseline.**
- 7. Annual decrease in number of referrals to juvenile court based on 2010-11 baseline.**
- 8. Annual reduction in incidence of child abuse by 10% per year based on children services data.**
- 9. Annual increase in the number of adults reached by United Against Violence Programs each year based on 2010-11 baseline.**
- 10. Annual reduction in reported treatment of intentional injuries among hospitals by 10% per year.**
- 11. Annual increase in volunteer hours of civic engagement leveraged by United Against Violence each year.**
- 12. Annual increase in the number of registered voters each year in the county (proxy measure based on research).**
- 13. 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>Key Decisions and Actions</b>	<b>Start Date</b>	<b>Scheduled Completion Date</b>	<b>Lead Responsibility</b>	<b>Objective(s) Supported</b>
1. Develop a call for a violence prevention curriculum for youth throughout the county. As a result, develop and align a common curriculum for elementary, middle, and high school youth to be delivered by youth serving organizations in partnership with schools.	August 2010	August 2011	<ul style="list-style-type: none"> <li>• NCCJ</li> <li>• Juvenile Court</li> <li>• SBHI</li> <li>• Montgomery County Education Service Center</li> <li>• Urban Child Development Resource Center</li> <li>• Sheriff's Department</li> <li>• Dayton Peace Museum</li> <li>• Prosecutor's Office</li> </ul>	A2, A3
2. Determine a lead agency to drive violence prevention education for youth in the community.	October 2010	January 2011	<ul style="list-style-type: none"> <li>• SBHI</li> </ul>	A1 – A4
3. Develop a leadership training process for trainers across agencies to deliver an integrated and unified curriculum throughout all schools in the county, including a parent education component.	January 2011	March 2011	<ul style="list-style-type: none"> <li>• SBHI</li> </ul>	A5
4. Identify a number of high profile athletes and community leaders with appeal to youth who become "Champions Against Violence" and spokespeople for violence prevention and intervention.	January 2011	Ongoing	<ul style="list-style-type: none"> <li>• SBHI</li> <li>• Leadership Team</li> </ul>	A1 – A9
<b>Key Decisions and Actions</b>	<b>Start</b>	<b>Scheduled Completion</b>	<b>Lead</b>	<b>Objective(s)</b>

	Date	Date	Responsibility	Supported
5. Provide a systematic delivery of a violence prevention curriculum throughout schools, daycare centers, Head Start, and youth groups.	April 2011	Ongoing	<ul style="list-style-type: none"> <li>• NCCJ</li> <li>• Juvenile Court</li> <li>• SBHI</li> <li>• Montgomery County Education Service Center</li> <li>• Urban Child Development Resource Center</li> <li>• Sheriff's Department</li> <li>• Dayton Peace Museum</li> <li>• Prosecutor's Office</li> </ul>	A1, A4
6. Convene potential youth violence prevention providers in the community to study and identify national best practices for youth violence prevention and their potential for greater Dayton.	July 2011	December 2011	<ul style="list-style-type: none"> <li>• SBHI</li> <li>• Children's Services</li> <li>• Juvenile Court</li> <li>• Girl Scouts</li> <li>• UMADOP</li> <li>• Building Bridges</li> <li>• YMCA</li> <li>• Reclaiming Futures</li> <li>• Big Brothers/Big Sisters</li> <li>• NCCJ</li> <li>• Dayton Mediation Center</li> <li>• Mentoring Collaborative</li> </ul>	A9
Key Decisions and Actions	Start Date	Scheduled Completion Date	Lead Responsibility	Objective(s) Supported

<p>7. Align community programs for youth violence prevention with national best practices, including:</p> <ul style="list-style-type: none"> <li>• Mentoring</li> <li>• Home Nurse Visits</li> <li>• Alternate Dispute Resolution</li> <li>• Peacemaking Network</li> <li>• Other practices (TBD)</li> </ul>	<p>January 2012</p>	<p>Ongoing</p>	<ul style="list-style-type: none"> <li>• SBHI</li> <li>• Children's Services</li> <li>• Juvenile Court</li> <li>• Girl Scouts</li> <li>• UMADOP</li> <li>• Building Bridges</li> <li>• YMCA</li> <li>• Reclaiming Futures</li> <li>• Big Brothers/ Big Sisters</li> <li>• NCCJ</li> <li>• Dayton Mediation Center</li> <li>• Mentoring Collaborative</li> </ul>	<p>A6, A7, A8</p>
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**Strategic Goal B – Equip Parents and Families to Succeed**

Key Decisions and Actions	Start Date	Scheduled Completion Date	Lead Responsibility	Objective(s) Supported
1. Convene family service partners and programs in the community with core competencies in family education to identify gaps and strategies in services related to violence prevention.	January 2011	June 2011	<ul style="list-style-type: none"> <li>• Family Service Association</li> <li>• Catholic Social Services</li> <li>• Lutheran Social Services</li> <li>• East End Community Services</li> <li>• Community Member Health Services (all)</li> <li>• Children's Medical Center</li> </ul>	B3
2. Engage United Way's Supportive Services Alliance among churches and the Dayton Christian Connection to promote and reinforce grassroots efforts for family education on violence prevention. This may serve as the basis for a network of "safe places" and "safe homes" throughout the community.	January 2011	Ongoing	<ul style="list-style-type: none"> <li>• United Way</li> <li>• Dayton Christian Connection</li> </ul>	B1 through B6
3. Develop a process to engage the corporate, private, and family foundations in the greater Dayton community working with individual program officers to become knowledgeable about United Against Violence.	January 2011	Ongoing	<ul style="list-style-type: none"> <li>• SBHI Leadership Council</li> </ul>	B1 through B6

Key Decisions and Actions	Start Date	Scheduled Completion Date	Lead Responsibility	Objective(s) Supported
4. Based on gaps in community services to parents and families, develop key messages on family success to be part of a community-wide campaign.	January 2012	Ongoing	<ul style="list-style-type: none"> <li>• SBHI</li> <li>• Leadership Council</li> </ul>	B6
5. Use the work of the Ohio Domestic Violence Network to organize a structured “curriculum” of key concepts for parenting programs for single parents in the community (especially single fathers) related to violence prevention.	July 2012	Ongoing	<ul style="list-style-type: none"> <li>• Wesley Community Center</li> <li>• Project Empower</li> <li>• Dayton Urban League</li> <li>• Dakota Center</li> <li>• Family to Family</li> <li>• East End Community Center</li> <li>• Neighborhood School Centers</li> </ul>	B4, B5
6. Utilize the “Community for Children” second step national model to engage and educate school districts on reporting early indicators for children at risk. The positive behavioral support profile of Dayton Public Schools could also be used. Provide the district with access to providers to support their efforts.	July 2012	Ongoing	<ul style="list-style-type: none"> <li>• Children’s Services</li> <li>• Juvenile Court</li> <li>• SBHI</li> <li>• Leadership Council</li> <li>• MCESE</li> </ul>	B1

<b>Strategic Goal C – Reinforce Community Norms and Standards for Accountability</b>				
<b>Key Decisions and Actions</b>	<b>Start Date</b>	<b>Scheduled Completion Date</b>	<b>Lead Responsibility</b>	<b>Objective(s) Supported</b>
1. Replicate successful, existing community models for grassroots influence to connect the community to public information on perpetrators and sentencing requirements, building consensus on community standards.	October 2010	March 2011	<ul style="list-style-type: none"> <li>• SBHI</li> <li>• Community Norms Council</li> </ul>	C4, C5
2. Engage judges and legislators with grassroots leaders to influence uniform sentencing and amending legislation to meet community standards.	June 2011	Ongoing	<ul style="list-style-type: none"> <li>• SBHI</li> <li>• Community Norms Council</li> </ul>	C6
3. Expand the Harlem/Ruskin/East End Model in neighborhood schools to reinforce wholistic community engagement. Based on success, extend to other school districts throughout the county.	January 2012	Ongoing	<ul style="list-style-type: none"> <li>• Dayton Public Schools</li> <li>• Fitz Center (UD)</li> <li>• Community Agencies</li> <li>• Public School Districts</li> </ul>	C7
4. Work closely with “Street Advocates” to develop anti-violence messages, particularly focusing on the consequences of gun violence on youth.	January 2012	Ongoing	<ul style="list-style-type: none"> <li>• Community Norms Council</li> </ul>	C8
5. Research best practices of counties throughout the U.S. that have revised public policies and programs which encourage marriage and the family unit.	July 2012	December 2012	<ul style="list-style-type: none"> <li>• Family Service Association</li> <li>• Dayton Urban League</li> </ul>	C7

Key Decisions and Actions	Start Date	Scheduled Completion Date	Lead Responsibility	Objective(s) Supported
6. Based on national best practices, engage Job and Family Services and family serving agencies in revising policies and programs which support family units.	January 2013	Ongoing	<ul style="list-style-type: none"> <li>• Job and Family Services</li> <li>• Community Norms Council</li> <li>• Family Service Association</li> </ul>	C2
7. Seek funding to reinstate school resource officers to work with school counselors and truant officers assisting schools in reinforcing standards for violent behavior among youth and families across jurisdictions.	January 2013	Ongoing	<ul style="list-style-type: none"> <li>• Community Norms Council</li> </ul>	C1



<b>Strategic Goal D – Educate the Community that Violence can be Prevented</b>				
<b>Key Decisions and Actions</b>	<b>Start Date</b>	<b>Scheduled Completion Date</b>	<b>Lead Responsibility</b>	<b>Objective(s) Supported</b>
1. Build on the success of the annual Violence Prevention Expo to annually feature a popular national speaker in the area of violence prevention.	Underway	March 2011 (and ongoing)	<ul style="list-style-type: none"> <li>• SBHI</li> <li>• WSU – Center for Health Communities</li> <li>• WSU – Affirmative Action</li> </ul>	D1 and D2
2. Based on National CDC and CDF definitions, work with the United Against Violence Leadership Council to develop common key definitions to shape community education.	July 2010	January 2011	<ul style="list-style-type: none"> <li>• United Against Violence Leadership Council</li> </ul>	D1 – D9
3. Work with the “Teen Coalition” and the “Teen Council” to develop a “Youth Violence Prevention Process” as part of United Against Violence.	October 2010	January 2011	<ul style="list-style-type: none"> <li>• SBHI</li> <li>• Teen Coalition Members</li> <li>• City of Dayton</li> </ul>	D9
4. Engage university sororities and fraternities in the youth prevention process and in the development of campus awareness.	January 2011	Ongoing	<ul style="list-style-type: none"> <li>• University of Dayton</li> <li>• Wright State University</li> <li>• Sinclair Community College</li> <li>• SBHI</li> </ul>	D4
5. Work with the “Weavers of Justice” and the “Greater Dayton Christian Connection” to host forums to understand violence prevention in our community.	January 2011	January 2012	<ul style="list-style-type: none"> <li>• Weavers of Justice</li> <li>• Greater Dayton Christian Connection</li> </ul>	D4

Key Decisions and Actions	Start Date	Scheduled Completion Date	Lead Responsibility	Objective(s) Supported
6. Work with the Human Services Levy and FCFC to engage funded agencies in devoting a limited amount of time for a few staff to serve as community violence prevention speakers and advocates.	January 2011	Ongoing	<ul style="list-style-type: none"> <li>• SBHI</li> <li>• Human Services Levy Council and Chair</li> <li>• FCFC</li> <li>• AFSME</li> <li>• FOP</li> <li>• Professional Guild of Ohio</li> </ul>	D7
7. Engage the Mentoring Collaborative, the courts, and youth service agencies in building violence prevention training, awareness, and education for mentors and youth serving volunteers.	July 2011	Ongoing	<ul style="list-style-type: none"> <li>• SBHI</li> <li>• Mentoring Collaborative</li> <li>• Criminal Justice Council</li> <li>• Juvenile Courts</li> <li>• Girl Scouts</li> <li>• Boy Scouts</li> <li>• Catholic Social Services</li> <li>• Big Brothers/ Big Sisters</li> </ul>	D5, D8
8. Build a faith-based coalition for promoting violence prevention through task force areas to engage churches in: <ul style="list-style-type: none"> <li>• Education</li> <li>• Advocacy</li> <li>• Hands-on Action</li> </ul>	January 2012	Ongoing	<ul style="list-style-type: none"> <li>• SBHI</li> <li>• Weavers for Justice</li> <li>• Interdenominational Ministerial Alliance</li> <li>• Greater Dayton Christian Connection</li> </ul>	D5

<b>Key Decisions and Actions</b>	<b>Start Date</b>	<b>Scheduled Completion Date</b>	<b>Lead Responsibility</b>	<b>Objective(s) Supported</b>
9. Build a team of community sponsors for an annual community-wide awareness campaign for violence awareness and prevention building upon the success of the annual expos. The campaign should be based on simple key messages to the public (i.e., 10 messages) on violence prevention.	January 2012	Ongoing (annually)	<ul style="list-style-type: none"> <li>• SBHI</li> <li>• UAV Leadership Council</li> <li>• MCEC</li> <li>• Chambers of Commerce</li> <li>• The Dayton Foundation</li> <li>• Media Sponsors</li> </ul>	D1, D2, D3

**Strategic Goal E – Provide and Reinforce Positive Outlets for Self-Discipline and Public Health**

Key Decisions and Actions	Start Date	Scheduled Completion Date	Lead Responsibility	Objective(s) Supported
1. Research and identify services of agencies with positive community health outlets and assets for youth and families.	January 2011	June 2011	<ul style="list-style-type: none"> <li>• UAV Leadership Council</li> <li>• SBHI</li> </ul>	E5
2. Benchmark community plans throughout the U.S. with strong recreation and public health components for youth.	July 2011	December 2011	<ul style="list-style-type: none"> <li>• SBHI</li> <li>• UAV Leadership Council</li> </ul>	E1 – E6
3. Work with the Combined Health District to identify grant opportunities supporting access to health, recreation, and public health.	July 2011	Ongoing	<ul style="list-style-type: none"> <li>• SBHI</li> <li>• UAV Leadership Council</li> </ul>	E1 – E6
4. Work with RTA to develop a funding stream for youth access to recreation sites and events in the community through bus tokens.	July 2011	Ongoing	<ul style="list-style-type: none"> <li>• UAV Leadership Council</li> <li>• SBHI</li> </ul>	E4
5. Convene recreation and public health partners in the community to build a youth engagement and access strategy providing positive outlets for teens and pre-teens (ages 10-18). This may include common programs or niche programs within their institutions.	July 2012	Ongoing	<ul style="list-style-type: none"> <li>• SBHI</li> <li>• OSU Extension</li> <li>• Girl Scouts</li> <li>• Boy Scouts</li> <li>• Community Centers</li> <li>• Neighborhood Schools</li> <li>• MetroParks</li> <li>• City of Dayton</li> <li>• Adventure Central</li> <li>• YMCA</li> <li>• Boonshoft</li> <li>• Salvation Army</li> <li>• Boys and Girls Club</li> </ul>	E5

Key Decisions and Actions	Start Date	Scheduled Completion Date	Lead Responsibility	Objective(s) Supported
6. Engage universities, hospitals, and employers as sponsors and sources of workplace volunteers for key youth projects which are identified in the community strategy.	July 2012	Ongoing	<ul style="list-style-type: none"> <li>• UAV Leadership Council</li> </ul>	E2, E3, E6
7. Work with the Dayton Area Chamber of Commerce to provide education for their members on violence prevention as a business development issue.	January 2013	Annual Event	<ul style="list-style-type: none"> <li>• UAV Leadership Council</li> <li>• SBHI</li> </ul>	E6

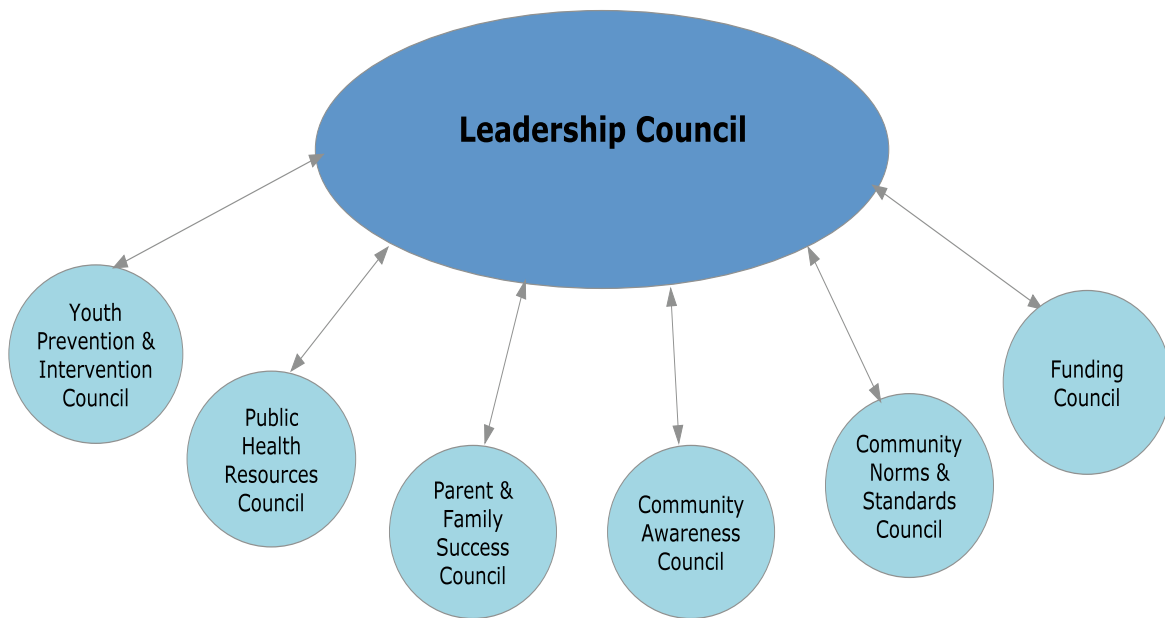
**Strategic Goal F – Connect and integrate “Street in the Thick” Intervention with Community Social Services**

Key Decisions and Actions	Start Date	Scheduled Completion Date	Lead Responsibility	Objective(s) Supported
<p>1. Create a series of business after hours events among “In the Thick” providers and social service agencies to learn directly from one another about violence prevention programs in the community. Organizations can volunteer to host the quarterly gatherings. The goal is to understand the assets of community violence prevention partners.</p>	July 2010	Quarterly	<ul style="list-style-type: none"> <li>• SBHI</li> <li>• UAV Leadership Council</li> </ul>	F4
<p>2. As part of regular monthly leadership council meetings, organize peer resource sharing on the knowledge, skills, experiences, and capabilities of violence prevention organizations. Feature one or two organizations per meeting. Invite business and community leaders and elected officials to those parts of the meetings.</p>	July 2010	Monthly Meetings	<ul style="list-style-type: none"> <li>• SBHI</li> <li>• UAV Leadership Council</li> </ul>	F1
<p>3. Develop a process for social service partners to have “In the Thick” experiences working with street violence prevention leaders by “Adopting a Project” to connect with on an ongoing basis.</p>	October 2010	Ongoing	<ul style="list-style-type: none"> <li>• SBHI</li> <li>• UAV Leadership Council</li> </ul>	F3, F6

<b>Key Decisions and Actions</b>	<b>Start Date</b>	<b>Scheduled Completion Date</b>	<b>Lead Responsibility</b>	<b>Objective(s) Supported</b>
4. Develop a continuum of community network teams aligning “In the Thick” partners with social service agencies to provide a continuum of community service networks for: <ul style="list-style-type: none"> <li>• Prevention (early education)</li> <li>• In the Thick (prevention)</li> <li>• Aftermath (follow-up care)</li> </ul>	January 2011	Ongoing	<ul style="list-style-type: none"> <li>• SBHI</li> <li>• UAV Leadership Council</li> </ul>	F1, F6
5. Utilize 211 Helplink to incorporate service profiles and contact people for quick access to resources for “In the Thick” workers.	January 2011	Ongoing	<ul style="list-style-type: none"> <li>• SBHI</li> <li>• UAV Leadership Council</li> </ul>	F2
6. Develop a grassroots effort to educate kids in neighborhoods through positive events and opportunities hosted by “In the Thick” providers and their social service partners (see F3).	January 2011	Ongoing	<ul style="list-style-type: none"> <li>• SBHI</li> <li>• UAV Leadership Council</li> </ul>	F2
7. Develop a self-assessment process for United Against Violence partners based on our community plan as a first step to data sharing and common outcomes.	July 2011	December 2011	<ul style="list-style-type: none"> <li>• UAV Leadership Council</li> </ul>	F5

## 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**
- **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:

- **Churches 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 completed, as well as upcoming action items. 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 United Against Violence Strategic Plan. Performance standards will be reported on the dashboard annually or semi-annually.
- C) Annual Review and Strategic Plan Update by Leadership Council** – The Leadership Council of the United Against Violence 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 United Against Violence Leadership Council working with SBHI will develop a uniform partner self-assessment for their violence prevention programs. Many violence prevention 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 or bi-annual basis, the Leadership Council and SBHI will review the alignment of its current United Against Violence 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 United Against Violence 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 Council will be well integrated into the programmatic elements of the strategic plan and will produce an annual communications plan. Participants on the Community Awareness Council will include universities, media representatives, hospitals, business sponsors, the Chamber of Commerce, and police and sheriff's departments. Each year, the Community Awareness Council will focus on "10 critical messages for violence prevention." These 10 yearly critical messages will focus on specific dimensions of violence in easy to understand terms that the public can learn and incorporate into their daily lives.
- B) Violence Prevention Champions** – The Community Awareness Council will identify and promote key community leaders, athletes, and celebrities from the greater Dayton area who will be invited to be violence prevention champions. These high profile athletes and celebrities, as well as community leaders will be identified with key messages and will be targeted to appeal to the generation of youth and young adults. These violence prevention champions will be a critical component of delivering the 10 key messages each year.
- C) 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 Peace Museum activities**
  - **Sisters of Charity Prayer Vigils**
  - **National Night Out sponsored by the Dayton Police Department and Dayton Urban Ministry**
  - **Annual Violence Prevention Expo sponsored by Wright State University and other partners**

D) **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:

- **Fraternities and Sororities**
- **University Student Services (Wright State University, University of Dayton, Wilberforce University, Sinclair Community College, Central State University, and Wittenberg University)**
- **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**

E) **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**
- **Focus Council Team Leaders**
- **Focus Council Membership**

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 will be developed for key leadership councils of United Against Violence. These role descriptions will 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 Prevention Coordinator 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 United Against Violence Collaborative will rely on its national network convened by Catholic Health Initiatives and its Unity partner for best practice information and concepts. Best practice training will be provided for:

- **Violence Prevention and Education Practitioners**
- **In the Thick Practitioners and Agencies**
- **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**
- **Churches**
- **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 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) In-Kind Work of the Mentoring Collaborative of Greater Dayton** – The Mentoring Collaborative of Greater Dayton has developed an impressive capacity to place resources and mentors to serve youth throughout the greater Dayton area. United Against Violence will seek to leverage its relationship with the Mentoring Collaborative to continue to train and form these youth mentors in violence prevention strategies and content appropriate for youth development. By utilizing the existing placement process of the Mentoring Collaborative, United Against Violence will be able to leverage existing capacities in the community to continue its violence prevention efforts.
- C) 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**

- D) **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 the second year and potentially future years 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.**
- E) **Butler County, Ohio Best Practice Grants Collaborative Model** – The United Against Violence Collaborative of Greater Dayton will study the grants collaborative of Butler County, Ohio. This model is a multi-year effort to develop a central grants collaborative supporting multiple community agencies in Butler County. This Grants Collaborative provides a uniform source for individual and collaborative grant development as a common resource reducing redundancy in the community of individual grant development processes and practitioners. The Butler County, Ohio Grants Collaborative will be studied for its relevance to United Against Violence of Greater Dayton.

#### **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 churches.	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