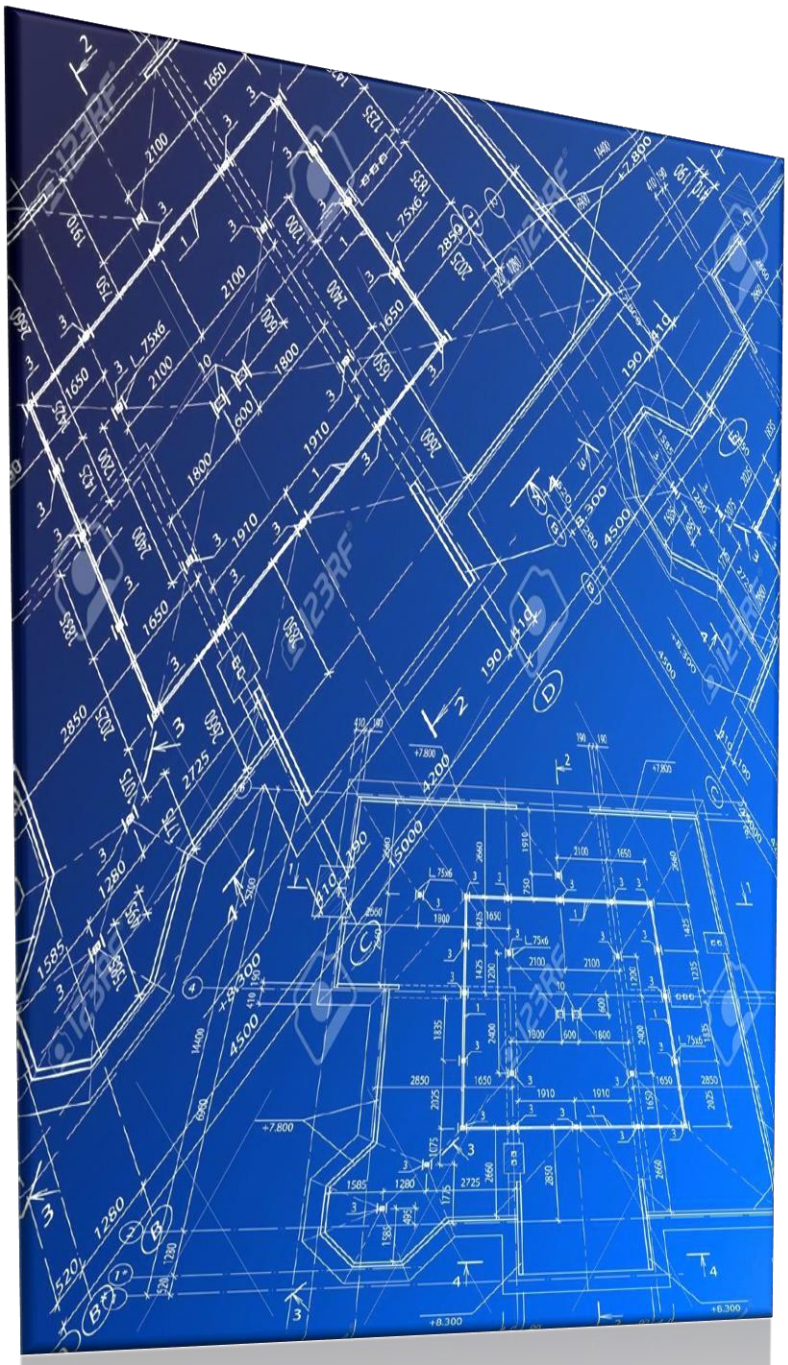

KC BLUEPRINT

FOR VIOLENCE PREVENTION AND A SAFE AND HEALTHY COMMUNITY

CITY OF KANSAS CITY, MISSOURI
HEALTH DEPARTMENT

VIOLENCE-FREE KC

Health Commission

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From the very beginning of the planning process, it was clear that we needed our entire KC Community to be heard. From educators to business owners, from the Mayor to the neighborhood association leader, the Kansas City Community has had tremendous impact on KC Blueprint. While we have striven to include proven research, theoretical models, and evidence-based strategies in this plan, we worked to ensure that the voices of community residents were held in special esteem. Although it is more feasible to acknowledge the organizations that took part in the planning process, we are especially grateful to the **many residents** who cared so much about our city that they gave of their time to contribute to this plan.

AdHoc Group Against Crime
Al-Inshirah Islamic Center
Alive & Well KC
Arts KC
ArtsTech
Beacon Hill Community Council
Big Brothers Big Sisters
Black Healthcare Coalition
Blue KC
Cerner
Children of Incarcerated Parents
Children's Mercy Hospital
City of KCMO City Council
City of KCMO City Planning
City of KCMO Parks & Recreation
City of KCMO Neighborhoods & Housing
Communities Creating Opportunity (CCO)
Community Builders of KC
Concerned Clergy
Front Porch Alliance
Full Employment Council of KC
Health Forward Foundation
Heartland Black Chamber
Hispanic Chamber of Commerce of Greater KC
Jackson County COMBAT
Jackson County Community Mental Health Fund
Juvenile Justice Center
KC Anti-Violence Project
KC Chamber of Commerce
KC Metro Crime Commission
KC Metro Crime Commission-Second Chance
KC No Violence Alliance (KCNoVA)
KC Police Department
KC Public Library
KC Public Schools
KCMO Health Department-Aim4Peace
KU Trauma Department
LULAC National Education Services Center
Mattie Rhodes Counseling & Arts Center
Metro Lutheran Ministry
MORE2
MOCSA
Mid-America Regional Arts Council
Northeast Chamber-CID
Office of the City Manager
Office of the Mayor
OK Program
Rose Brooks
Social Scope
Start at Zero
Swope Corridor Renaissance
Truman Medical Center-Trauma Center
Unified Government of Wyandotte County
University of Kansas (KU)
University of Missouri KC (UMKC)
Urban League of Greater Kansas City
Urban Neighborhood Initiative
US DHHS-Region VII
YMCA (Linwood)
Youth Ambassadors, Inc.

EXECUTIVE SUMMARY

Public health brings together population health science and expertise in community engagement to reduce violence and trauma at the population level, similar to the approach to tobacco control or stopping the flu epidemic. Through this blueprint, KCMO Health Department, the Health Commission, and VFKCC strive to reduce violence and trauma through evidence-based and best practices that mobilize residents, multiple government departments, the business sector, faith community, nonprofits, neighborhood groups, school districts, and more.

The actions of multiple sectors[1] shape our communities. Preventing violence and healing our city requires collective impact across sectors to improve the community environments where we live and play, learn, work and receive care. Our forward progress also requires building collective capacity for effectiveness and sustainability. With this understanding, the goals of the KC Blueprint are organized by community environments and explicitly state actions various sectors can take to increase resilience factors (factors that protect against violence) and reduce risk factors (factors that increase the likelihood of violence). By naming specific sectors, it is not about placing sole responsibility, but is instead about increasing investment and coordination between sectors.

A. Where we live and play: Build strong, thriving, and connected neighborhoods

> *Communities are not places that need to be fixed. Neighborhoods and residents have assets and strengths from which to build power, from tangible assets like entrepreneurial skills to the intangible assets of love, spirit, and care. We can bring community leaders together to amplify these gifts of the head, hands, and heart.*
>
> - Planning process participant

'Where we live and play' extends beyond the walls of our homes to the shared spaces that connect our homes to other elements of our neighborhoods, like our streets, parks and even billboards. In 2013, the Commission on Violent Crime shared recommendations to reduce violence in Kansas City stating, "Kansas City needs to recognize the role of strong neighborhoods as the basic building block of a livable and safe city."[xl] This holds true today as there continues to be a need to support resident leaders and strengthen neighborhoods block by block, while also holding systems accountable for investing equitably in priority. Strategies included under this goal are also intended to improve community norms and the look, feel and safety of the physical environment while reducing access to harms like firearms used for violence. This goal focuses on citywide implementation with an initial emphasis concentrated in City Council District 3 and District 5.

B. Where we learn: Support healthy childhood development and education

'Where we learn' means investing in child development, from early childhood and throughout the lifespan. It bridges the many spaces that shape where children learn from early care

settings and school to after school programming and home and family environments – spaces that play critical roles in preventing violence.[xlii] For example, strengthening families can help prevent child abuse, neglect and maltreatment,[xliii] while addressing harmful gender norms through school and community based programming can help prevent teen dating violence and sexual and domestic violence.[xliv] Early childhood, childhood and adolescence are life stages that set the foundation for future health outcomes, lowering the risk for behavioral and academic problems.[xlv] This makes addressing 'where we learn' an important area for preventing violence in the first place.

C. Where we work: Foster safety in workplaces & through employment opportunities

'Where we work' influences numerous factors from community norms about health to economic opportunities that can help prevent violence and trauma. The business and workforce development sectors significantly shape where we work and can help set a path toward economic opportunity for the community. While employment is important for everyone, this goal aims specifically to lift up individuals who are most often excluded from opportunities and at highest risk for violence such as youth, previously incarcerated individuals and immigrant and refugee populations. Recognizing that 'where we work' is multi-faceted, this goal has strategies that focus both on skill development for potential employees and building the capacities of employers to hire priority populations. The goal also promotes workplace policies that create safe environments and consider other elements necessary for success like childcare and transportation.

D. Where we receive care: Promote wellbeing and dignity through healthcare, social services and family support

> *Many young people, because of the environment they live in, are constantly assaulted by violence and don't expect to live past 40. We are the village that needs to come together. Violence is a disease and it can be cured.*
>
> - Planning process participant

The service and care that we receive has a direct effect on our health and wellbeing. Healthcare, social services, family support, and other providers have roles to play in supporting residents within and outside of clinic and office walls to support community-wide violence prevention – from offering treatment services to employing those at a greatest risk for violence. These sectors play a part in eliminating systems-level trauma from racism and discrimination by recognizing, naming, and understanding implicit biases and practicing tolerance by treating all with dignity and generating respect.[xlvi] This goal intends to address barriers to care for the whole family and streamline the system to better meet the needs of survivors of violence and offer trauma-informed care. It also calls for healthcare providers take on an 'anchor institution' model where hospitals invest in safety by considering their hiring practices, vendors and more.[xlvii]

Purpose and Background

After several recommendations from elected officials, community leaders, youth, and other community members calling for a comprehensive plan to curb violence, Kansas City, MO now has a dedicated KC Blueprint for Violence Prevention and Healthy Communities (KC Blueprint). The goal of KC Blueprint is to reduce incidence of violence and trauma affecting youth and families and ultimately heal our city together. Using a public health approach to preventing violence which has shown to be an effective and complementary to criminal justice,[i] the plan emphasizes prevention. To get to the root of the problem and prevent it from happening in the first place, the plan focuses on investing in communities for a population-level impact, while also addressing the short- and long-term impacts of violence and trauma. To promote greater health equity in Kansas City, the plan identifies and hopes to address historical and present-day factors that produce inequities associated with violence.

KC Blueprint was developed by the Violence Free Kansas City Committee (VFKCC), a city-wide multi-sectoral collective impact effort of public and private entities with the mission to ensure that violence prevention and deterrence efforts are coordinated and rooted in the public health and community resilience approaches. The VFKCC was formed by the Kansas City Health Commission in February 2014, at the direction of Mayor Sylvester "Sly" James to implement coordinated strategies that prevent and deter violence.

The KC Blueprint builds on work done by the VFKCC and Prevention Institute in 2015, where a Collaboration Multiplier analysis[ii] was conducted to better understand what each partner brings to the table and identify joint strategies that committee members can take on. Through the analysis, the VFKCC identified common language, overarching goals, risk and resilience factors related to violence, gaps in service, and shared indicators/strategies. Leveraging evidence-based and best practices, as well as existing initiatives and partnerships, this KC Blueprint provides a path forward for Kansas Citians to create safe neighborhoods and prevent multiple forms of violence.

Vision Statement

A violence-free Kansas City in which all communities are safe, resilient and healthy for all people, and where young people and families are valued and cared for as a significant priority.

Guiding Principles

The KC Blueprint development process was guided by the following principles:

1. **Collective strengths:** We embrace the differences among group members and will use our collective strengths in support of communities.
2. **Action Orientation:** The efforts of the VFKCC will generate enthusiasm and be oriented towards action, including taking action during the planning process.
3. **Community Input:** The planning process will directly engage youth and community members and reflect the input of those most impacted by violence.
4. **Transparency**: Transparency in the planning process builds trust and will serve as a pillar for the plan.
5. **Investing in what works:** The planning process will provide an opportunity to invest in what works, even if it requires difficult choices.

The KC Blueprint is guided by the following principles:

1. **Dignity and Respect:** Every resident of our city is worthy of dignity and respect. Every neighborhood has both needs and assets. Residents do not need to be "saved" but must be afforded equal opportunities to succeed. Those who are closest to the problem are also closest to the solution.

2. **A Narrative of Hope, Opportunity, and Resilience:** The KC Blueprint will shape the narrative in Kansas City away from hopelessness and despair to hope and opportunity. This narrative will emphasize that violence is preventable, and that safety is rooted in community resilience.

3. **Collective Impact between Sectors and Stakeholders:** No one sector can prevent violence alone. Everyone has a role in preventing violence in Kansas City and can exercise initiative and leadership through their contributions, including sharing resources.

4. **Comprehensive Strategies:** The KC Blueprint recognizes that violence is preventable and includes a balance of strategies across a continuum—upfront, in the thick, and in the aftermath. This continuum addresses community conditions to reduce the likelihood of violence, responds to violence immediately after it has occurred, and ameliorates the long-

term impacts of violence. Further, the KC Blueprint leverages effective efforts and investments, addresses gaps, and reduces duplication.

5. **Evidence, Evaluation and Accountability:** Accountability for violence prevention means shifting from measuring services delivered to measurable outcomes achieved. Data and information-sharing, as well as appropriate confidentiality, are critical for success. Continuous quality improvement will ensure that efforts grow stronger and more effective and evidence-informed strategies will be based on the best available research and contextual experiential evidence.[iii]

RESILIENCE AND RISK FACTORS

Community resilience is the ability of a community to recover from harm and thrive despite the prevalence of adverse conditions. *Risk factors* are conditions or characteristics that increase the likelihood that violence will occur[iv] and *resilience factors* are conditions or characteristics that are protective even in the presence of risk factors, thus reducing the likelihood of violence.[v] No one factor alone can be attributed with causing or preventing violence; it is the accumulation of risk factors without counteracting resilience factors that puts individuals, families and communities at risk.[vi]

Effective violence prevention efforts reduce risk factors and strengthen resilience factors. In this KC Blueprint, the promotion of resilience factors is emphasized, including at the individual, family, and community levels.

RESILIENCE FACTORS

The following resilience factors were prioritized through participant input and prioritization and a review of relevant research, including research on shared risk and resilience factors for multiple forms of violence, and the Adverse Community Experiences and Resilience (ACE|R) framework:

Community-Level Factors

Economic/Educational Environment Factors

1. Employment and economic opportunities[vii]
2. Living wages and local wealth[viii]
3. Quality, fully-funded schools/education[ix]

4. Coordination of resources and services[x]

Sociocultural Environment Factors

5. Community support, connectedness and strong social networks[xi]
6. Norms that support alternatives to violence
7. Social responsibility and willingness to act for the common good[xii]
8. Opportunities for meaningful participation[xiii]
9. Spiritual support and leadership through engaged faith community[xiv]
10. Trauma-informed approaches to customer services that promote healing
11. Reintegration of ex-offenders that promotes restorative justice, inclusion, and opportunities to thrive

Physical/built environment

12. Practices that hold property owners (i.e., absentee landlords) accountable for property maintenance
13. Community design that promotes safety, such as safe parks and open spaces[xv]
14. Quality, affordable housing[xvi]
15. Quality, affordable early childhood education
16. Opportunities for artistic and cultural expression

Individual- and Relationship-Level Factors

17. Strong, supported family ties
18. Positive relationships and attachments[xvii]
19. Connection and commitment to school[xviii]
20. Skills to solve problems non-violently[xix]

RISK FACTORS

The following risk factors were prioritized through planning participant input, results from a 2018 public health department-led community survey, and a review of relevant research, including research on shared risk and resilience factors for multiple forms of violence, and the Adverse Community Experiences and Resilience (ACE|R) framework:

Structural (Societal)-Level Factors

Structural level factors are systematic (e.g., racism) and institutional arrangements (e.g., over-policing) that play out at the community level and affect the extent to which people have equal opportunities to lead safe, healthy lives and achieve economic mobility. It is important to note that these broader forces contribute to many of the factors seen at the community, individual, and interpersonal relationship levels.

Community-Level Factors

Economic/Educational Environment Factors

1. Disinvestment and diminished economic opportunities in neighborhoods[xx]
2. Lack of fully-funded quality educational opportunities[xxi]

3. Bias in academic opportunities (e.g., low expectations) and school disciplinary practices (e.g., suspensions)[xxii]
4. Concentrated disadvantage[xxiii]
    a. A history of urban development, redlining, and segregation has had lasting effects on the employment and economic opportunities for people of color in Kansas City. The continuation of segregation and wealth inequality is linked to health disparities and structural violence that disadvantaged groups continue to face. [xxiv]
5. Hiring practices that disadvantage people with past criminal convictions[xxv]
6. Quality, stable, and affordable housing[xxvi]

Sociocultural Environment Factors

7. Poor neighborhood cohesion[xxvii]
8. Feeling unsafe in one's neighborhood
9. Rapid turnover among neighbors due to evictions
10. Norms that support violence and aggression toward others[xxviii]
11. Harmful norms around masculinity and femininity[xxix]
12. Lack of positive recreational activities[xxx]
13. Media violence[xxxixxxii]

Physical/Built Environment Factors

14. Deterioration and blight of buildings, lots, and other public spaces (e.g. parks)[xxxiii]
15. Availability of weapons
16. Lack of transportation
    a. Kansas City is in the bottom 20 of 100 metropolitan areas with respect to access to transit.[xxxiv]
17. High alcohol outlet density[xxxv]
18. Lack of equitable access to

Individual- and Relationship-Level Factors

19. Exposure to violence and conflict in the family[xxxvi]
20. Involvement with drugs or alcohol[xxxvii]
21. Lack of non-violent social problem-solving skills[xxxviii]
22. Lack of social support[xxxix]
23. Absence of one or more parents
24. Absence of caring adults in the lives of young people
25. Unaddressed exposure to multiple forms of violence and trauma
26. Untreated psychological/mental health problems[xl]

Goals and Strategies

As residents watching the rate of violence remain persistently high, so many Kansas Citians ask *"Why is this happening?"* and *"What will it take to make it stop?"*. So many of us also wish that there was something that we could personally do to prevent violence. **No matter who you are, there is something that you can do to prevent violence in Kansas City[xli].** Whether you manage a store, run a food pantry, or treat patients within a hospital, you can be a part of the solution. In the sections that follow, we have outlined strategies that various community sectors can implement toward improving the safety and wellbeing of our neighborhoods, education centers, workplaces, and care centers. In this section of the plan, evidence-based strategies are listed for each of the following community sectors:

Local government

Business

Nonprofit organizations

Faith

Health and Social Services

Law enforcement

Education

Resident organizations

Media

Funders/Philanthropic

Multi-sector (collaboratives)

The strategies in KC Blueprint range from the relatively simple (e.g., incentivizing staff to volunteer in local schools) to the more complex (e.g., identifying and addressing policies that lead to inequitable access to jobs). Some of them can be implemented almost immediately, while others will require long-term strategic planning, the support of similarly-minded leaders, and additional resources that are not included in this document. VFKC, Kansas City Health Department staff, and other committed individuals will be your partners along the way and will continue to provide implementation support.

We encourage you to use the strategies in KC Blueprint to develop your organization's annual goals, performance metrics, and grant applications. We ask that you commit to selecting and implementing one or two strategies and that you speak with your partners about adopting similar or complimentary strategies. Together, we'll bring about the change that we want to see in our city.

Local Government

*A violence-free Kansas City in which all communities are **safe, resilient and healthy** for all people, and where young people and families are **valued and cared** for as a significant priority.*

Where we live and play:	**Where we learn:**	**Where we work:**	**Where we receive care:**
1. Build strong, thriving, and connected neighborhoods	2. Support healthy childhood development and education	3. Foster safety in workplaces & through employment opportunities	4. Promote safety and dignity through health, social services & family support

How we build effectiveness & sustainability:

5. Invest in prevention and community resilience

Local Government

How does the local government sector contribute to a safe and healthy community?

Local government is uniquely positioned to set the tone for the city by allocating resources, championing initiatives, and pulling together the various sectors and organizations within the community. Policies and administrative practices shape our communities, and it is therefore important that they are continuously reviewed and revised to ensure that all residents have an opportunity to be as safe and healthy as possible. It is important to note that success at the local level will also require the support of our county and state legislatures.

How can our local government improve where we live and play?

1. Increase access to affordable, mixed-rate housing
2. Reform tax-increment financing policies to prevent developers from exploiting the definition of "blight"
3. Invest in the infrastructure and the offerings of public libraries, parks, and community centers in City Council Districts 3 and 5
4. Invest in the prompt remediation of land bank properties and other City-controlled lots
5. Increase the pickup of trash and bulky items within transient neighborhoods, particularly in City Council Districts 3 and 5
6. Adopt and enforce ordinances that ensure that residents from neighborhoods with high unemployment rates are included in the workforce for City-funded construction projects

7. Invest in registered neighborhood associations that demonstrate transparency, improvement across Key Performance Indicators (KPIs), and commitment to continuous quality improvement
8. Adopt and enforce policies that limit the location and concentration of alcohol outlets and increase regulations for licensing, advertising, pricing, hours, and days of sale
9. Examine and revise zoning ordinances that allow for the marketing of gun shows, especially in and around neighborhoods that are plagued by high rates of gun violence
10. Implement and maintain funding for neighborhood-level community workers or "network connectors" tasked with ascertaining the assets and needs of residents within prioritized neighborhoods

11. Expand and strengthen street outreach and community norms change efforts through trained outreach staff who mediate conflicts, promote norms of nonviolence, and connect youth and adults to resources
12. Promote the development of small businesses within historically neglected neighborhoods by investing in resident-led enterprises and providing necessary supports

How can our local government improve where we learn?

1. Increase access to affordable, mixed-rate housing
2. Invest in the infrastructure and the offerings of public libraries, parks, and community centers in City Council Districts 3 and 5
3. Reform tax-increment financing policies that pull resources from local taxing jurisdictions, including schools and libraries
4. Using an equitable model, invest in quality early childcare

How can our local government improve where we work?

1. Ensure that staff (across levels and paygrades) proportionately represents the racial and socioeconomic demographics of the City
2. Invest in year-round youth employment programs
3. Contract with businesses that pay at least $15 per hour to employees

4. Ensure that graduates of local school districts are included in the workforce for City-funded construction projects within the area
5. Ensure that residents are included in the workforce for City-funded construction projects within the area
6. Promote the development of small businesses within disadvantaged neighborhoods by investing in resident-led enterprises and providing necessary supports

How can our local government improve where we receive care and support?

1. Expand funding for home visiting and outreach programs (e.g., Nurse-Family Partnership, Aim4Peace)
2. Ensure that public-facing staff (e.g., immunization providers) treat clients with dignity and appropriate customer service
3. Ensure that customer service and law enforcement staff receive implicit bias training
4. Require that municipal corrections, juvenile detention, and law enforcement staff complete trauma- informed care training

Business

*A violence-free Kansas City in which all communities are **safe, resilient and healthy** for all people, and where young people and families are **valued and cared** for as a significant priority.*

Where we live and play:	**Where we learn:**	**Where we work:**	**Where we receive care:**
1. Build strong, thriving, and connected neighborhoods	2. Support healthy childhood development and education	3. Foster safety in workplaces & through employment opportunities	4. Promote safety and dignity through health, social services & family support

How we build effectiveness & sustainability:

5. Invest in prevention and community resilience

Business

How does the business sector contribute to a safe and healthy community?

From the pizza shop or mom-and-pop grocery store to the multinational corporation with a local facility, businesses substantially impact the health of our community. Businesses employ parents, guide youth who are new to the workforce, and others who seek to earn a living in our city. Because businesses impact the lives of thousands of people who pass through their doors, it is important that they maintain healthy work environments by deescalating stressful conditions and standing alongside their neighbors as partners.

How can businesses improve where we live and play?

1. Support the development of small businesses by providing micro-loans with flexible qualifying criteria
2. Become dues-paying, active members of nearby neighborhood associations
3. Invest in registered neighborhood associations that demonstrate transparency, improvement across metrics, and commitment to continuous quality improvement
4. Offer employees paid time off to serve on neighborhood improvement projects
5. Invest in the beautification of neighborhoods within the business footprint, including satellite locations, HQs, and individual store locations
6. Commit to hiring from within the business footprint, including satellite locations, HQs, and individual store locations

How can businesses improve where we learn?

1. Offer employees paid time off to serve on school improvement projects
2. Encourage employees to volunteer as mentors to youth within the local schools
3. Provide hands-on career education opportunities (e.g., shadowing, internships, apprenticeships) for local students, particularly those residing in City Council Districts 3 and 5
4. Sponsor technical education and workforce development initiatives of the local school district(s)
5. Formally communicate workforce needs to the local school districts

How can businesses improve where we work?

1. Pay all employees livable wages
2. Provide childcare subsidies to employees
3. Strive to provide predictable, consistent work schedules for all employees
4. Commit to hiring from within the business service area
5. Adopt nationally-vetted hiring policies and practices for recruiting, hiring, and retaining ex-offenders (https://www.gettingtalentbacktowork.org/resources/)
6. Communicate workforce needs to the local school district(s)
7. Sponsor technical education and workforce development initiatives of the local school district(s)
8. Ensure that all managers and senior-level staff complete implicit bias assessment and training
9. Ensure equity by reviewing hiring policies and practices, retention rates, salaries, and employee satisfaction metrics and making appropriate adjustments

How can business improve where we receive care and support?

1. Provide health insurance benefits to all employees, including part-time workers
2. Provide employee assistance program benefits to all employees, including part-time workers
3. Provide paid sick leave and paid time off for all employees
4. Offer alternative work schedules that allow employees to improve quality of life

Nonprofit Organizations

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Where we live and play:	**Where we learn:**	**Where we work:**	**Where we receive care:**
1. Build strong, thriving, and connected neighborhoods	2. Support healthy childhood development and education	3. Foster safety in workplaces & through employment opportunities	4. Promote safety and dignity through health, social services & family support
How we build effectiveness & sustainability: 5. Invest in prevention and community resilience			

Nonprofit Organizations

How does the nonprofit sector contribute to a safe and healthy community?

Whether organizations connect youth to mentors, provide employment skills training, repair homes at low cost, or operate clothing closets for newly returning citizens, the nonprofit sector fulfils the unmet needs of thousands of Kansas City residents. This sector is made stronger and more impactful when the staff of the organizations are reflective of the clientele, and more importantly, see the inherent value within each person that is served. As a sector, nonprofits are also stronger when they complement each other's strengths through collaboration.

How can nonprofits improve where we live and play?

1. Become dues-paying, active members of nearby registered neighborhood associations
2. Invest in registered neighborhood associations that demonstrate transparency, improvement across metrics, and commitment to continuous quality improvement
3. Commit to hiring from within the organization's service area
4. Ensure that staff proportionately represents the racial and socioeconomic demographics of the neighborhood
5. Promote civic engagement and advocacy among clients served

How can nonprofits improve where we learn?

1. Ensure that staff proportionately represents the racial and socioeconomic demographics of the clients served
2. Provide childcare subsidies to employees
3. Offer employees paid time off to serve on school volunteer projects
4. Encourage employees to volunteer as mentors to youth within the local schools
5. Commit to hiring from within the service area
6. Support family bonds by endeavoring to sustain relationships between youth served and their incarcerated parents
7. Encourage parents to join text messaging lists in which they are sent positive, calming messages of support to decrease stress and reduce the risk of child abuse

How can nonprofits improve where we work?

1. Commit to hiring from within the service area
2. Pay all employees livable wages
3. Ensure that staff represents the demographics of the populations primarily served
4. Ensure that all managers and senior-level staff complete implicit bias training
5. Adopt nationally-vetted hiring policies and practices for recruiting, hiring, and retaining ex-offenders (https://www.gettingtalentbacktowork.org/resources/)
6. Ensure equity by reviewing hiring policies and practices, retention rates, salaries, and employee satisfaction metrics and making appropriate adjustments

How can nonprofits improve where we receive care & support?

1. Ensure that public-facing staff (e.g., care providers, community workers) treat clients with dignity and appropriate customer service
2. Ensure that staff are trained in trauma-informed care approaches to client service
3. Increase coordination of care among agencies that provide interrelated services to the same clients (e.g., warm handoffs, no wrong door policies)
4. Commit to hiring from within the service area
5. Ensure that staff represents the racial and socioeconomic demographics of the populations primarily served
6. Ensure that staff receive both cultural competency and implicit bias training

Faith

*A violence-free Kansas City in which all communities are **safe, resilient and healthy** for all people, and where young people and families are **valued and cared** for as a significant priority.*

Where we live and play:	**Where we learn:**	**Where we work:**	**Where we receive care:**
1. Build strong, thriving, and connected neighborhoods	2. Support healthy childhood development and education	3. Foster safety in workplaces & through employment opportunities	4. Promote safety and dignity through health, social services & family support

How we build effectiveness & sustainability:

5. Invest in prevention and community resilience

Faith

How does the faith sector contribute to a safe and healthy community?

To many people, even those who are not particularly religious, faith-based organizations are perceived to be sources of refuge, redemption, and aid. Communities of faith are often centrally located within neighborhoods and are prominent anchors. Faith-based organizations that remain invested in their neighborhoods and take an active interest in seeking and meeting the needs of residents provide much-needed strength and stability. When faith-based organizations use their influence to advocate for the safety, wellbeing, and civic engagement of their neighborhoods, they can be a transformative force.

How can churches, clergy, and other faith-based organizations improve where we live and play?

1. Become dues-paying, active members of nearby neighborhood associations
2. Promote civic engagement and advocacy (e.g., attending/testifying at school board and city council meetings) among parishioners who are residents of the neighborhood, as well as those who do not live in the neighborhood
3. Provide a safe space where youth in crisis can come for support, including during nontraditional hours
4. Host evidence-based programs (e.g., Strengthening Families) that are proven to strengthen relationships between youth and their parents
5. Encourage parents to join text messaging lists in which they are sent positive, calming messages of support to decrease stress and reduce the risk of child abuse

How can churches, clergy, and other faith-based organizations improve where we learn?

1. Incentivize regular school attendance and academic achievement among parishioners and neighbors
2. Maintain a watchful presence near school bus stops and student transit areas to ensure safe passage of youth
3. Partner with neighborhood schools to provide support and mentorship to students with unmet needs (i.e., supplies, after school activities, grounds beautification)
4. Encourage congregation youth to consider careers in education

How can churches, clergy, and other faith-based organizations improve where we work?

1. Commit to hiring from within the service area
2. Pay all employees livable wages
3. Ensure that staff represents the demographics of the populations primarily served
4. Ensure that all managers and senior-level staff complete implicit bias training
5. Adopt nationally-vetted hiring policies and practices for recruiting, hiring, and retaining ex-offenders (https://www.gettingtalentbacktowork.org/resources/)
6. Ensure equity by reviewing hiring policies and practices, retention rates, salaries, and employee satisfaction metrics and making appropriate adjustments
7. Partner with local nonprofits and businesses to expose congregation youth to career opportunities
8. Identify professionals within the congregation who can speak to youth about their career paths

How can churches, clergy, and other faith-based organizations improve where we receive care & support?

1. Recruit individuals who can serve as advocates for church members and neighbors who are interacting with the healthcare system
2. Ensure that public-facing staff (e.g., care providers, community workers) treat clients with dignity and appropriate customer service
3. Ensure that staff are trained in trauma-informed care approaches to client service
4. Increase coordination of care among agencies that provide interrelated services to the same clients (e.g., warm handoffs, no wrong door policies)
5. Commit to hiring from within the service area
6. Ensure that staff represents the racial and socioeconomic demographics of the populations primarily served
7. Ensure that staff receive both cultural competency and implicit bias training
8. Create hospital-community partnerships to provide trauma-informed interventions to decrease re-victimization, substance use, and future involvement in crime and violence, particularly in Emergency Departments
9. Encourage parents to join text messaging lists in which they are sent positive, calming messages of support to decrease stress and reduce the risk of child abuse

Health and Social Services

*A violence-free Kansas City in which all communities are **safe, resilient and healthy** for all people, and where young people and families are **valued and cared** for as a significant priority.*			
Where we live and play:	**Where we learn:**	**Where we work:**	**Where we receive care:**
1. Build strong, thriving, and connected neighborhoods	2. Support healthy childhood development and education	3. Foster safety in workplaces & through employment opportunities	4. Promote safety and dignity through health, social services & family support
How we build effectiveness & sustainability: 5. Invest in prevention and community resilience			

Health and Social Services

How can health and social service organizations contribute to a safe and healthy community?

At some point or another, every resident must interact with the health and social services sector---from childbirth to immunizations to sports physicals to elder care. When people seek support in these spaces, the quality of the interaction can either aid or inhibit recovery and ongoing wellness. As a sector, health and human services organizations should regularly review policies and practices to ensure that they facilitate health and wellbeing for all staff and the people who depend upon them for care.

How can health and social service organizations improve where we live and play?

1. Become active, dues-paying members of nearby neighborhood associations
2. Invest in registered neighborhood associations that demonstrate transparency, improvement across metrics, and commitment to continuous quality improvement
3. Commit to hiring from within the business footprint and service area
4. Train community members to identify people at risk for suicide/self-harm and respond effectively by facilitating access to support services

How can health and social service organizations improve where we learn?

1. Train community members and school staff to identify youth at risk for suicide/self-harm and respond effectively by facilitating access to support services
2. Screen youth and their families for Adverse Childhood Experiences (ACES) and Resilience factors
3. Adopt client-centered organizational policies that make access to healthcare more convenient for families (e.g., nontraditional hours, batched appointments, walk in appointments)
4. Reject policies that penalize families enduring high levels of stress (e.g., missed appointment fees)
5. Encourage parents to join text messaging lists in which they are sent positive, calming messages of support to decrease stress and reduce the risk of child abuse

How can health and social service organizations improve where we work?

1. Commit to hiring from within the service area
2. Pay all employees livable wages
3. Ensure that staff represents the demographics of the populations primarily served

4. Ensure that all staff complete implicit bias training
5. Adopt nationally-vetted hiring policies and practices for recruiting, hiring, and retaining ex-offenders (https://www.gettingtalentbacktowork.org/resources/)
6. Ensure equity by reviewing hiring policies and practices, retention rates, salaries, and employee satisfaction metrics and making appropriate adjustments

How can health and social service organizations improve where we receive care?

1. Ensure that public-facing staff (e.g., all care providers, reception) treat clients with dignity and appropriate customer service
2. Ensure that staff are trained in trauma-informed care approaches to client service
3. Reassess and improve the wages of frontline staff to at least $15 per hour
4. Advocate for prevention funding and local policy changes that address the causes of persistent health disparities (i.e., affordable quality housing, food insecurity, and access to guns)
5. Increase coordination and quality assurance among agencies that provide interrelated services to the same clients
6. Create hospital-community partnerships to provide trauma-informed interventions to decrease re-victimization, substance use, and future involvement in crime and violence, particularly in Emergency Departments
7. Encourage parents to join text messaging lists in which they are sent positive, calming messages of support to decrease stress and reduce the risk of child abuse

Law Enforcement

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How we build effectiveness & sustainability: 5. Invest in prevention and community resilience			

Law Enforcement

How does the law enforcement sector contribute to a safe and healthy community?

Nationally, 30% of Americans have been arrested at least once. At the local level, we can expect that a substantial number of Kansas City residents will interact with the local police, sheriff's office, prosecutor's office, and the municipal courts, at some point. To ensure that these experiences are just and rehabilitative, residents and their families must be able to trust that their humanity is fully recognized and that the justice system will work equitably for all residents. The law enforcement sector can achieve this by rooting out and addressing bias and building a supportive community presence.

How can law enforcement improve where we live and play?

1. Implement and maintain a citizens' review panel that reviews reports of police misconduct
2. Expand community-oriented policing, procedural justice training, and efforts to improve relationships between law enforcement and various segments of the community (e.g., youth of color, LGBTQ+)
3. Expand community-based restorative and transformative justice programs that promote safety, resolution, and healing
4. Ensure that all police officers and court staff complete implicit bias assessments and training

How can law enforcement improve where we learn?

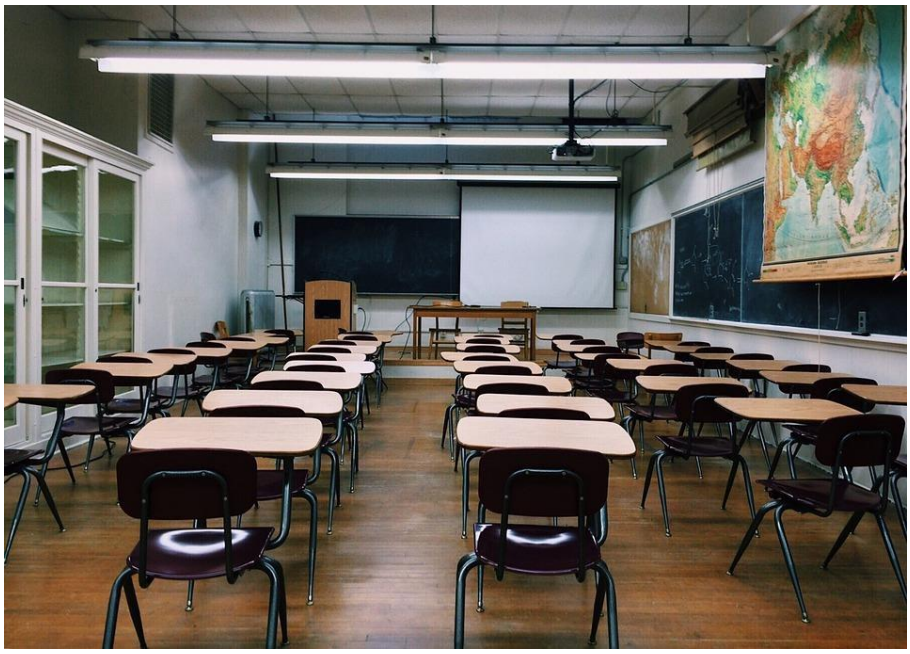
1. Expand community-oriented policing, procedural justice training, and efforts to improve relationships between law enforcement and various segments of the community (e.g., youth of color, LGBTQ+)
2. Limit the use of force against children, especially those who may have a history of traumatic experiences
3. Support family bonds by endeavoring to sustain relationships between youth served and their incarcerated parents
4. Expand community-based restorative and transformative justice programs that promote safety, resolution, and healing
5. Ensure that all police officers and court staff complete implicit bias assessments and training

How can law enforcement improve where we work?

1. Pay all employees livable wages
2. Ensure that offenders have appropriate identification (i.e., state ID, birth certificate) prior to release
3. Ensure that all police officers and court staff complete implicit bias assessments and training
4. Provide training and support to local businesses and agencies seeking to hire and retain ex-offenders

How can law enforcement improve where we receive care & support?

1. Reinforce restorative justice reentry processes to reintegrate minor and adult ex-offenders back into the community and/or school setting
2. Ensure that offenders have appropriate identification (i.e., state ID, birth certificate) prior to release
3. Ensure that all police officers and court staff complete implicit bias assessments and training
4. Provide training and support to local businesses and agencies seeking to hire and retain ex-offenders
5. Remove inequity from the bail, bonding, and plea agreement process to address racial and class biases
6. Encourage parents to join text messaging lists in which they are sent positive, calming messages of support to decrease stress and reduce the risk of child abuse
7. Ensure that staff represents the demographics of the populations primarily served



Education

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How we build effectiveness & sustainability:

5. Invest in prevention and community resilience

Education

How does the education sector contribute to a safe and healthy community?

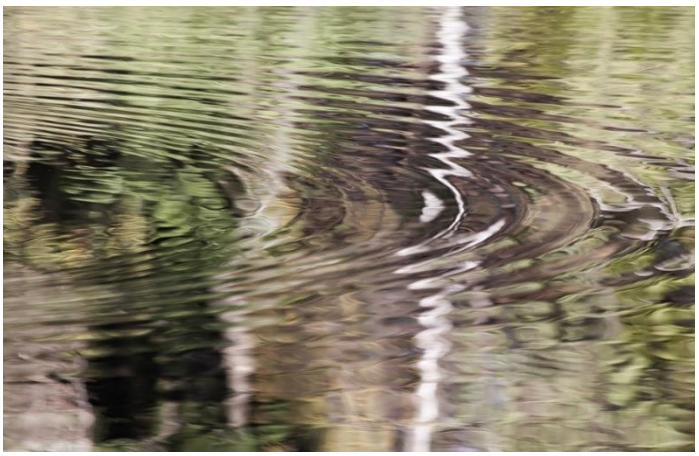
The schools, parents, and support services that make up the education sector are entrusted with preparing the next generation for a bright, productive future. Because a good education is one of the single most important predictors of good health, it is important that this sector does all that it can to support youth and their families as early as possible. At the same time, this sector relies upon the support of each of the other community sectors, so that it can meet the complex, ever-evolving needs of our children.

How can schools, childcare centers, and related organizations improve where we live and play?

1. Promote civic engagement and advocacy among students and their parents
2. Provide resources that inform parents how to report neighborhood problems (e.g., dumping, unsafe buildings)
3. Hold local government officials accountable for the look and feel of students' neighborhood environments (e.g., abandoned buildings or overgrown weeds that make school bus stops and pedestrian areas difficult to traverse)
4. Build and maintain close relationships with nearby registered neighborhood groups and other community advocacy groups

How can schools, childcare centers, and related organizations improve where we learn?

1. Expand access to early childhood education
2. Institute an evidence-based curriculum (e.g., Second Step) that promotes social emotional development and conflict resolution skills
3. Recruit and retain educators who reflect the demographics of the student body
4. Revise policies that give teachers and administrators the authority to suspend or expel students for "disruption" and "willful defiance"
5. Provide disciplinary alternatives to suspension, such as school -based restorative and transformative justice programs that promote safety, conflict resolution, and healing
6. Support and expand parent training programs to promote positive parenting and respectful relationships (e.g., Strengthening Families)



7. Offer school and community-based social emotional learning programs for youth, including communication and problem-solving, empathy, emotional regulation, conflict management, and bystander intervention skills
8. Promote civic engagement and advocacy (e.g., attending/testifying at school board and city council meetings) among students and their parents
9. Hold local government officials accountable for the look and feel of students' neighborhood environments (e.g., abandoned buildings or overgrown weeds that make pedestrian transit difficult)
10. Conduct home visits to identify underlying student needs and connect the family with necessary supports
11. Build and maintain close relationships with nearby neighborhood groups
12. Encourage parents to join text messaging lists in which they are sent positive, calming messages of support to decrease stress and reduce the risk of child abuse

How can schools, childcare centers, and related organizations improve where we work?

1. Commit to hiring from within the service area
2. Pay all employees livable wages
3. Ensure that staff represents the demographics of the populations primarily served
4. Ensure that all staff complete implicit bias training
5. Ensure that educators receive mentoring and support from administration
6. Build partnerships with local industry leaders that allow local students to be exposed to 21st Century career opportunities
7. Ensure that students from local school districts graduate with at least one industry-recognized credential that allows them to compete in the local workforce
8. Advocate for student summer job, internship, and apprenticeship opportunities among the local government, businesses, and nonprofits, especially for low-income students
9. Ensure equity by reviewing hiring policies and practices, retention rates, salaries, and employee satisfaction metrics and making appropriate adjustments

How can schools, childcare centers, and related organizations improve where we receive care & support?

1. Ensure that public-facing staff (e.g., front office staff, teachers) treat students and their caregivers with dignity and appropriate customer service
2. Ensure that staff are trained in trauma-informed care approaches to client service
3. Commit to providing warm linkages to social workers and/or referrals to community resources

Resident-Led Organizations

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How we build effectiveness & sustainability: 5. Invest in prevention and community resilience			

Resident-Led Organizations

How does the resident-led organization sector contribute to a safe and healthy community?

In the same way that neighborhoods function as the major arteries of a community, groups of residents bound by shared interests and relationships are important driver of local activity. Because these organizations have such power and influence, along with a keen sense of how local policies impact everyday residents, they can be strong advocates for necessary change. Efforts to professionalize, take ownership, and mobilize around policy issues will strengthen this sector.

How can resident-led organizations improve where we live and play?

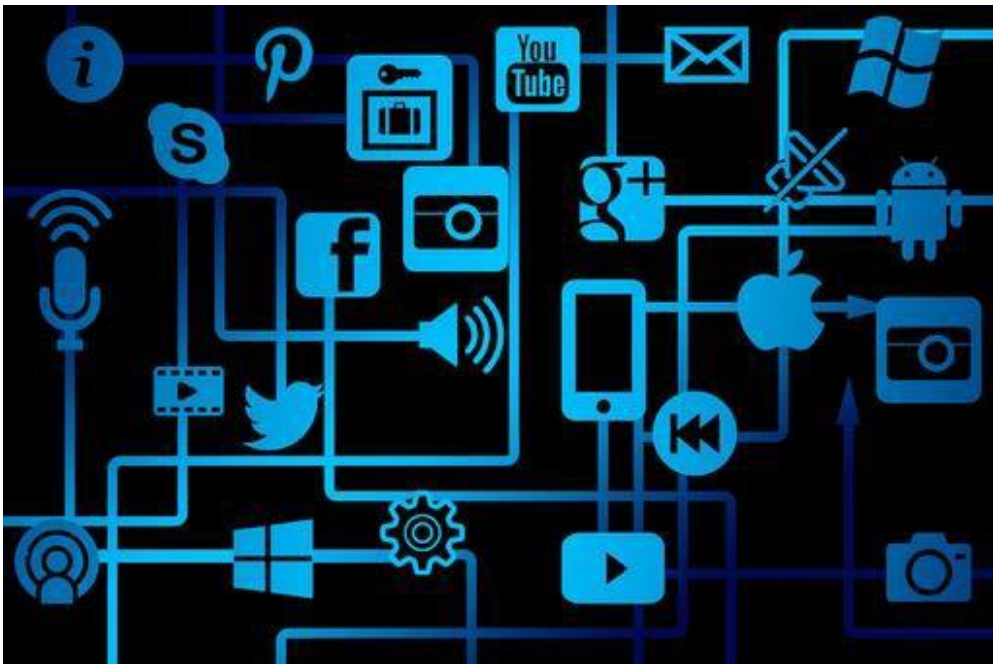
1. Commit to transparent practices, improvement across metrics, and commitment to continuous quality improvement
2. Promote civic engagement and advocacy among residents
3. Train residents to advocate for the needs of the neighborhood and hold elected officials accountable for equitable allocation of resources
4. Regularly design and promote events that encourage neighbors to connect with each other
5. Exhaust all legal methods of holding property owners accountable for maintenance of their properties and fair treatment of tenants
6. Support renters in their rights to maintained, quality housing

How can resident-led organizations improve where we learn?

1. Promote civic engagement and advocacy (e.g., attending/testifying at school board and city council meetings) among residents
2. Train residents to advocate for the needs of the neighborhood and hold elected officials accountable for the performance of the local school districts
3. Support renters in their efforts to fight wrongful evictions and maintain housing stability

How can resident-led organizations improve where we work?

1. Advocate for student summer job, internship, and apprenticeship opportunities among the local government, businesses, and nonprofits
2. Support neighborhood youth in their entrepreneurial endeavors (i.e., lawn maintenance)



Media

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Media

How does the media sector contribute to a safe and healthy community?

From broadcast to print media, much has been written about the media sector's ability to shape powerful and persistent narratives. As a trusted source of information, the media sector has significant influence on the way that residents think about community issues. By committing to improving the way that sensitive, complex issues (i.e., poverty, violence) are discussed, the media sector can enhance the public's understanding.

How can print and broadcast media entities improve where we live and play?

1. Ensure that news coverage is nuanced when reporting on violent incidents within economically-depressed neighborhoods
2. Embed within the affected communities and partner in neighborhood advocacy efforts (e.g., blight removal, property owner accountability, fair housing practices)
3. Highlight evidence-based violence prevention solutions that are underway, beyond simply law enforcement-led initiatives

How can print and broadcast media entities improve where we learn?

1. Highlight positive stories about youth, their schools, and their neighborhoods
2. Reject media stories that feed into harmful stereotypes about youth of color
3. Encourage parents to join text messaging lists in which they are sent positive, calming messages of support to decrease stress and reduce the risk of child abuse

How can print and broadcast media entities improve where we work?

1. Highlight businesses and organizations that have adopted livable minimum wages
2. Commit to hiring from within the service area
3. Pay all employees livable wages
4. Ensure that staff represents the demographics of the populations primarily served (i.e., reported on)
5. Ensure that all staff complete implicit bias training
6. Adopt nationally-vetted hiring policies and practices for recruiting, hiring, and retaining ex-offenders (https://www.gettingtalentbacktowork.org/resources/)
7. Ensure equity by reviewing hiring policies and practices, retention rates, salaries, and employee satisfaction metrics and making appropriate adjustments

How can print and broadcast media entities improve where we receive care & support?

1. Highlight organizations that take bold, innovative steps to remove barriers to access and ensure that community members are treated with dignity and equity
2. Ensure that public-facing staff (e.g., front office staff) treat the public with dignity and appropriate customer service

Funders

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How we build effectiveness & sustainability:

5. Invest in prevention and community resilience

Funders/Philanthropic

How does the funder/philanthropic sector contribute to a safe and healthy community?

Funders have significant influence over the types of programs, policies, and practices that are pursued by other sectors. Funders are trusted to utilize sound research in their directing of resources across the city. This sector is even stronger and influential when it leads by example to address bias, improve workplace conditions, and invest in neighborhoods.

How can funders/philanthropic entities improve where we live and play?

1. Ensure that residents are meaningfully included in planning discussions around priorities and solutions
2. Align with local Asset-Based Community Development practitioners to ensure that all residents and neighborhoods are treated as full partners in the development and implementation of solutions
3. Invest in the infrastructure and the offerings of public libraries, parks, and community centers in City Council Districts 3 and 5
4. Expand and strengthen street outreach and community norms change efforts through trained outreach staff who mediate conflicts, promote norms of nonviolence, and connect youth and adults to resources
5. Promote the development of small businesses within historically neglected neighborhoods by investing in resident-led enterprises and providing necessary supports
6. Invest in registered neighborhood associations that demonstrate transparency, improvement across KPIs, and commitment to continuous quality improvement
7. Fund the development of neighborhood events, activities, and infrastructure that improves social cohesion

How can funders/philanthropic entities improve where we learn?

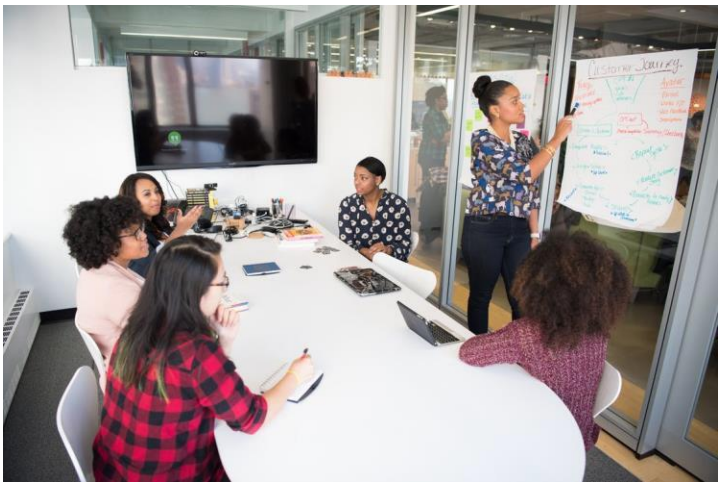
1. Using an equitable model, invest in early childcare infrastructure
2. Support the recruitment, training, and retention of Black and Latino (especially male) public school teachers
3. Support the delivery of an evidence-based curriculum (e.g., Second Step) that promotes social emotional development and conflict resolution skills
4. Convene local Science, Technology, Engineering and Mathematics (STEM) industry partners and support efforts to expose youth from low-income households to hands-on STEM experiences and opportunities
5. Support school-based restorative and transformative justice programs that promote safety, resolution, and healing

How can funders/philanthropic entities improve where we work?

1. Invest in year-round youth employment programs
2. Implement and maintain funding for neighborhood-level community workers or "network connectors" tasked with ascertaining the assets and needs of residents within prioritized neighborhoods
3. Promote the development of small businesses within disadvantaged neighborhoods by investing in resident-led enterprises and providing necessary supports
4. Prioritize the funding of organizations that commit to hiring from within the service area
5. Incentivize awardees to strive for a staff makeup that mirrors the demographics of the populations primarily served
6. Incentivize awardees to implement implicit bias training at all levels of supervision/management
7. Support organizations that recruit, hire, and retain ex-offenders

How can funders/philanthropic entities improve where we receive care & support?

1. Expand funding for home visiting and outreach programs (e.g., Nurse-Family Partnership, Aim4Peace, AdHoc)
2. Support restorative and transformative justice programs that maintain intact families, and promote safety, resolution, and healing
3. Prioritize the funding of organizations that commit to fair, livable wages for staff
4. Promote and evaluate the coordination of care among funded agencies that provide interrelated services (e.g., warm handoffs, no wrong door policies)
5. Discourage the development of new programs that duplicate services within the same target areas, reaching the same target audiences
6. Prioritize the funding of organizations that commit to (and show evidence of) providing warm linkages to social workers and/or referrals to community resources



Strategies for Multi-Sector Collaboration

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Multi-sector Collaboration

How does multi-sector collaboration contribute to a safe and healthy community?

It may seem cliché, but we really are stronger together. In cities where sectors collaborate by coordinating services, sharing resources, and avoiding duplication, there is reduced incidence of violence. However, when there is duplication and no coordination, multiple organizations compete for a shrinking amount of funding, and we are overall less impactful as a system. Multiple organizations across sectors should come together, equitably share resources, and identify projects that will build upon each of their collective strengths.

How can organizations from multiple sectors collaborate to improve quality of life within neighborhoods, workplaces, educational institutions, and health and human service settings?

1. Develop and advocate for a policy that commits a portion of local revenue for violence prevention (e.g., 1% of new airport revenue)
2. Develop a comprehensive fiscal map of existing local violence prevention programs and services (e.g., parent education, early intervention, victim's services, conflict resolution) in an effort to reduce duplication, increase efficiency, and maximize impact across residents' lifespan (i.e., sexual assault, domestic violence, child abuse/neglect, youth violence)
3. Jointly craft and market an anti-violence messaging campaign around Kansas City's violence prevention efforts, with tailored messages around:
    a. the ways in which each sector contributes to violence prevention
    b. local initiatives underway to support youth and their families
    c. the importance of hope and resilience despite adversity
    d. the importance of keeping a clear, calm mind when experiencing interpersonal conflict
4. Leverage partnerships with community-based institutions (e.g., libraries, schools, community centers) to create one-stop shops for patrons to access connect to services
5. Build social business enterprises that serve as sustainable job training sites for youth and individuals returning from incarceration[xlii]

Evaluating Our Progress

Planning and Implementation Timetable (In calendar quarters and years)

Complete	In progress	Not yet started

	Q1-18	Q2-18	Q3-18	Q4-18	Q1-19	Q2-19	Q3-19	Q4-19	Q1-20	Q2-20	Q3-20	Q4-20
Assess the capacity of violence prevention partnerships												
Convene key stakeholder conversations												
Compile violent incident data profile												
Compile evidence-based strategies												
Compile community-referred strategies												
Draft the initial YFVPP document												
Refine and reorganize the YFVPP document												
Confirm validity through community engagement												
Rename the YFVPP												
Market the menu of strategies to partners and stakeholders												
Develop an open-access data collection system or dashboard to monitor indicators of progress												
Promote partnerships/ MOUs with stakeholders												

Key Performance Indicators

WHERE WE LIVE AND PLAY		
Resilience and Risk Factors	**Key Indicators/Metrics**	**Data Source (and frequency)**
Feeling unsafe in one's neighborhood	Percent of residents who believe that their neighborhood is unsafe	KCMO Resident Satisfaction Survey (annual)
Exposure to violence and conflict in the family	Number of KCPD reports of domestic violence wherein youth are present in the home Number of confirmed cases of child abuse and/or neglect	KCPD Data (ongoing) MO DHSS (monthly)
Rapid turnover among neighbors due to evictions	Number of evictions on the municipal docket per month	Jackson County Court (monthly)
Disinvestment by local government	Percent of City funds (e.g., GO Bonds, PIAC) invested in LifeX neighborhoods (64126, 64127, 64128, 64129, 64130, and 64132)	KCMO Public Records
High alcohol outlet density	Number of new establishments selling alcohol Alcohol outlets per capita	KCMO Regulated Industries (monthly)
Deterioration and blight of buildings, lots, and other public spaces (e.g. parks)	Number of abandoned properties that are on the list of 311 complaints within LifeX zip codes (64126, 64127, 64128, 64129, 64130, and 64132)	Deterioration and blight of buildings, lots, and other public spaces (e.g. parks)
Neighborhood (social) cohesion	Percent of residents who said they had friends from their neighborhood over to their home within the past year	KCMO Resident Satisfaction Survey (annual)
Positive recreational activities	Number of KCMO-funded youth and family events in the Central City area each month	KCMO Public Records (monthly)

WHERE WE WORK		
Resilience and Risk Factors	**Key Indicators/Metrics**	**Data Source (and frequency)**
Concentrated disadvantage	Percent of population living below poverty line	American Community Survey Single Year Estimates (annual)
Diminished economic opportunities	Unemployment rate in LifeX zip codes (64126, 64127, 64128, 64129, 64130, and 64132)	American Community Survey Single Year Estimates (annual)
Entrepreneurial enterprise	# of New businesses opened by residents of LifeX zip codes (64126, 64127, 64128, 64129, 64130, and 64132)	KCMO Business Licensing Office (annual)

WHERE WE LEARN		
Resilience and Risk Factors	**Key Indicators/Metrics**	**Data Source (and frequency)**
Lack of fully-funded quality educational opportunities	Percent of local tax dollars spent toward teacher salary	MO Dept. Elementary and Secondary Education (annual)
Use of drugs or alcohol	Number of youth disciplined for use, sale, possession or solicitation of drugs at school	MO Dept. Elementary and Secondary Education (annual)
Third-grade reading proficiency	Percent of public school third-graders reading proficiently (at grade level)	MO Dept. Elementary and Secondary Education (annual)
Recruitment and retention of diverse teachers	Percent of public school teachers who are Black or LatinX Percent of public school teachers who are Black or Latino men	MO Dept. Elementary and Secondary Education (annual)
Youth ages 16-24 engaged through work or school	Rate of 4-Year HS graduation Rate of youth enrolled in school or CTE within 90 days of HS graduation	MO Dept. Elementary and Secondary Education (annual)

WHERE WE RECEIVE CARE & SUPPORT		
Resilience and Risk Factors	**Key Indicators/Metrics**	**Data Source (and frequency)**
Children living without one or more of their parents	Percent of households with grandparent responsible for own grandchildren Percent of Single-Parent Households	American Community Survey Single Year Estimates (annual)
Absence of caring adults in the lives of young people	Percent of youth who have at least one non-related, caring adult (e.g., mentor) in their lives	Local surveys (annual)
Families with a history of trauma are screened and referred to counseling and support services	Number of referrals for counseling and/or supportive services that are documented Number of individuals served by local counseling and support agencies	Local surveys (annual)

Organization Name: _____

Organization Scorecard Template

Sector Represented: _____

	2019	2020	2021
Number of staff serving as mentors to local youth			
Number of youth from health opportunity areas hired as interns			
Number of staff hours expended volunteering toward community betterment projects			
Number of new organizational policies/practices instituted to improve workplace conditions			
Percentage of staff being paid at least $12/hour?			
Percentage of staff who reside within the health opportunity areas			
Percentage of referrals where initiating org ensured a warm hand-off and conducted follow-up			

Implementation Resources

Violent Crime Data Profile

Violence in KCMO Data Profile

"When we talk about the violence problem in Kansas City, what are we really talking about?"

Structural

Refers to harm that individuals, families and communities experience from economic and social structures, social institutions, relations of power, privilege, and inequality

Includes institutional racism and other forms of oppression such as sexism and classism

KCMO has an income inequality score of -15.3, compared to an average of -7.9 across the City Health Dashboard's 500 cities (2016)

Cities with the greatest geographic segregation from opportunity tend to have the highest rates of violence. The segregation, which leads to concentrated disadvantage, is created and sustained through policies, procedures, and practices

KCMO has neighborhood racial/ethnic segregation score of 25, which is worse than the score of 12, the average across the City Health Dashboard's 500 cities (2017)

Interpersonal

In 2016, the Rose Brooks Domestic Violence Center received over 9,400 hotline calls

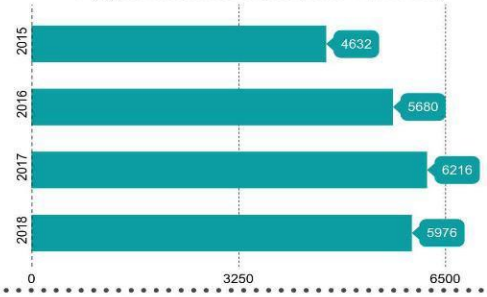
In 2017, of the 917 individuals screened for lethality risk (risk of being killed by their abuser):

- 54% indicated that their abuser had used or threatened to use a weapon against them
- 59% indicated that their abuser had threatened to kill the survivor and/or their children
- 55% indicated that their abuser had access to a gun

There were 159 (reported) sexual offenses per 100,000 residents in Kansas City (KCPD, 2017)

Kansas City had 1,772 violent crimes per 100,000 residents, compared to an average of 513 across the City Health Dashboard's 500 cities

Aggravated Assaults (KCPD, 2019)



KC's Youth are Impacted by violence and trauma

- **763** Youth visits to the ER due to child abuse between 2005-2015
- **1,052** Youth visits to the ER due to self-inflicted harm between 2005-2015
- **2,802** Youth victims of violent assault in 2017
- **797** Youth suicides between 2007-2017

Youth exposed to violence are:

01. more likely to have poor school attendance
02. less likely to graduate HS on time
03. less likely to access gainful employment
04. more likely to perpetuate violence

Sources
https://www.cityhealthdashboard.com/mo/kansas%20city/metric-detail?metric=47
https://www.cityhealthdashboard.com/mo/kansas%20city/metric-detail?metric=16
https://www.cityhealthdashboard.com/mo/kansas%20city/metric-detail?metric=14
https://healthapps.dhss.mo.gov/MoPhims/ProfileBuilder?pc=12
https://nrccfi.camden.rutgers.edu/files/nrccfi-fact-sheet-2014.pdf

KCHD Office of Violence and Trauma Prevention, 2019

Frequently Asked Questions

Why does Kansas City need a youth and family violence prevention plan?

Violent crime has been a persistent problem in Kansas City, insomuch that as of 2018, KCMO ranks 5th in the nation with respect to the rate of homicides (per capita). While small-scale program-based initiatives have been proposed and implemented over the years, research has made it clear that only a sustained, collaborative, "all-in" approach will adequately address the root causes of violent crime in our city.

Who led the development of this plan?

Through the request of the Mayor and City Council, the KC Health Commission sanctioned the Violence Free KC Committee who lead the charge in creating a Youth and Family Violence Prevention Plan. Such plan is also Objective 2.1 of the 2016-2021 KC Community Health Improvement Plan (KC-CHIP). Staff at the Kansas City Health Department partnered with the Violence-Free Kansas City Committee to guide the Prevention Institute's services, which resulted in this plan (KC Blueprint).

Who should I speak with if I have questions about this plan?

Should you have questions or feedback regarding the theory, research, advising, or implementation of this plan, please contact Dr. Marvia Jones, Violence Prevention and Policy Manager, City of Kansas City Health Department, by phone at 816-513-6272 or by email at marvia.jones@kcmo.org.

Isn't violence just a problem for the police and courts to solve?

At the local, state, and federal levels, it has been made abundantly clear that over-policing and mass incarceration exacerbates, rather than prevents, most types of crime. While law enforcement is an extremely important component of violence prevention, we know that we will need cooperation from all corners of our community to address the root causes of violence, which include lack of access to resources, inequity, and marginalization.

What is the best way to partner with other organizations seeking to implement a multi-sector strategy?

There are three key components of becoming more collaborative with other organizations include: 1) Sharing resources, risks, and rewards, 2) Maintaining awareness of the community landscape, 3) Coordinating services.

When we talk about sharing resources, we often think of jointly applying for grant funding. This is certainly a good practice. However, sharing resources can also involve sharing office space, opening up training opportunities, and pooling the skills of personnel (e.g., social media services, grant writers, evaluators). To more efficiently share, it is necessary to be aware of what is being offered across the community. For instance, a new mentoring program may be

less effective to the overall goal if it simply pulls people interested in being mentors from other mentoring programs. One organization may be better at recruiting and training mentors, while another is better at matching mentors to youth seeking mentors. By working together and coordinating services, these organizations become collaborators, instead of competitors. Similarly, if several health fairs are typically offered in the springtime, it may be more helpful to identify (and work to fill) the gaps in these offerings, instead of hosting a separate, competing event that duplicates most of the other event's offerings.

Who has been involved with the plan development process?

People representing all segments of the KCMO community have been involved with the plan development process. Among others, elected officials, neighborhood leaders, law enforcement personnel, clinic directors, nonprofit managers, business owners, students, and school leaders have been engaged for nearly 2 years. They provided strategy ideas and feedback, which has been incorporated into this document.

Where can my organization learn more about mentoring opportunities and resources?

Several mentoring initiatives exist throughout the KCMO community. Some of the larger programs include

- Big Brothers, Big Sisters of Greater Kansas City
- Kansas City Public Schools
- One Heart Kansas City Mentoring Initiative
- High Aspirations

Proper training is an important component of any effective mentoring program. The website **mentoring.org** provides an evidence-based curriculum for training mentors.

How has the KCMO community contributed to, and provided feedback on this plan?

Along with our partners, KC Health Department staff compiled input from attendees at neighborhood meetings, City Council District meetings, youth forums, and local research presentations to inform the strategies proposed in this plan.

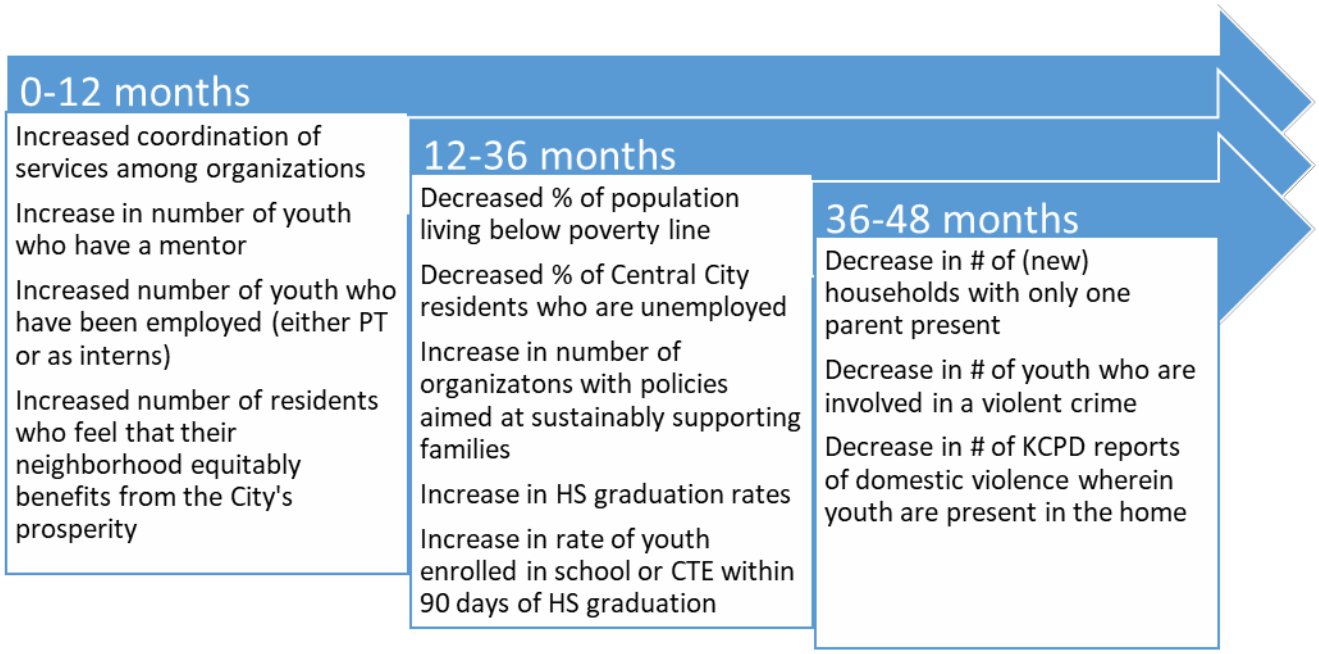
How can I remain informed regarding the implementation of the plan and the evaluation of its progress?

Organizations interested in partnering on the implementation of the plan will be asked to track their performance metrics and share these outputs with KCHD staff. KCHD staff will then update a publicly available dashboard that will communicate our progress as a community. This dashboard will also reflect the outcomes of interest (e.g., youth involved in violent crime) that

should eventually improve as our efforts increase. This interface is in development at this time. In the interim, please reach out to Dr. Marvia Jones (marvia.jones@kcmo.org) to be added to the listserv for ongoing updates.

How soon should we begin to see the results of our implementation of this plan?

Because violence is a serious disruptor within our communities, we would all like to see immediate results of our work. However, because the contributors to violence are so deeply-rooted, the changes in the rates of violence will occur incrementally over time. Research indicates that a comprehensive prevention strategy can reasonably be expected to show effects between years 4 and 5 of implementation. In other words, before we begin to see fewer violent crimes, we will first see improved coordination of services, increased opportunities for youth, declines in the proportion of our population living below the poverty line, and increased high school graduation rates. The diagram below shows how a subset of our performance metrics are expected to show up over time.



Which other cities have implemented similar initiatives, and what outcomes have they experienced?

The Prevention Institute has assisted several cities with the development of violence prevention plans, including New Orleans, Minneapolis, and Milwaukee. The City of Minneapolis has documented a 40% drop in juvenile crime in 3 years since implementing its Violence Prevention Blueprint for Action.

What costs are associated with the strategies proposed in this plan? Is it a worthwhile investment?

Local economists have estimated that each homicide costs our system (medical costs, prosecution, corrections) more than $1.1 million. This figure does not include the intangible costs associated with lost productivity, or the costs associated with nonfatal violence. In 2018 alone, more than 161 people were killed in KCMO. The good news is that the strategies proposed in this plan have the potential to decrease the extraordinary costs associated with violence. Although proper implementation of these strategies will require financial investment (i.e., youth employment, blight remediation, livable wages), the potentially substantial savings will ultimately benefit our city as a whole.

I'd like to beef up my organization's evaluation practices. How do we get started, and where can I go to find quick tips?

Improving evaluation practices is a great way for any organization to improve its effectiveness. It is recommended that organizations choose just a few key metrics that align with your organization's goals and commit to tracking them throughout the year. While tracking software can be beneficial, a simple Excel or Google Sheets system can be just as effective. Make data sharing and reflection a key part of your organization's culture. For additional tips, visit **evalpartners.org/community-toolkits.**

Why is the trauma-sensitive approach important, and where can I find trauma-sensitive care and/or mental health first aid training opportunities for my staff?

A 2013 study by Kaiser-Permanente and the U.S. Centers for Disease Control found that across all classes of income and education levels, almost two-thirds of Americans have experienced at least one adverse childhood experience (ACEs). ACEs include experiencing violence, abuse, or neglect; witnessing violence in the home; and having a family member attempt or die by suicide. Also included are aspects of the child's environment that can undermine their sense of safety, stability, and bonding such as growing up in a household with substance misuse, mental health problems, or instability due to parental separation or incarceration of a parent, sibling, or other member of the household.

Having past exposure to ACEs causes us to be at higher risk for depression and anxiety, alcohol and drug abuse, poor work performance, heart disease, and cancer. Organizations that choose to adopt a trauma-sensitive model toward its staff and clients can vastly improve interactions between coworkers and the people served by the organization. This results in more positive interactions when people engage with community members and the people within their households.

To identify trauma-sensitive care and/or mental health first aid training opportunities, contact Martin Atwell (Kansas City Health Department) at martin.atwell@kcmo.org.

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