

VIOLENCE PREVENTION PLAN OVERVIEW

A Blueprint for Peace

The Milwaukee Action Plan to Prevent Violence is a living document shaped and crafted by input from over a thousand Milwaukee residents and organizations. While countless individuals have worked tirelessly to promote safety and prevent violence through numerous programs and policies, the city lacked a unifying vision and plan that could mobilize diverse residents and sectors to work strategically and in a coordinated manner. Recognizing the gap and the urgent need for an “all hands on deck” approach, Mayor Tom Barrett and other community leaders called for a public health approach to violence in Milwaukee – one that would address the underlying risk factors (see table below) that contribute to violence, and build on community assets and culture, and systematically apply data and science to ensure effective solutions.

Mayor Barrett appointed a diverse Steering Committee to provide leadership and oversight to an action planning process and charged the Milwaukee Health Department’s Office of Violence Prevention with facilitating a transparent process with broad community input that would engender collaboration, solutions, and action.

Not unlike other cities around the country, multiple forms of violence have plagued the City of Milwaukee, causing massive injury and trauma for individuals, families, and neighborhoods. The names and memories of victims who lost their lives and countless victims who suffer from the impact of violence weigh heavy on the heart and soul of the city, and provide a moral imperative for immediate and sustained leadership and action to prevent violence before it happens. This plan honors the hard work that laid the foundation for its development. It represents the spirit and promise of Milwaukee’s residents and sectors all working together with courage and conviction to heal the past and make a better present and future. The completion of the plan is just the beginning. Building on strengths, it launches the city’s ever more strategic and steadfast efforts to head the moral imperative to prevent violence and ensure the safety of all Milwaukee’s residents. The following is a **draft** overview of identified risk factors, resilient factors, goals, objectives, and potential strategies for preventing violence in Milwaukee. Full plan will be released summer of 2017.

Risk Factors	Resilience Factors
<ul style="list-style-type: none">Limited employment and economic opportunitiesLack of access to resourcesSegregationDisconnectedness among residents and institutionsLimited community-government trustLack of housingNeighborhood disinvestmentHarmful norms creating a culture of fear and hopelessnessAdverse childhood experiences and other experiences of traumaHarmful norms around masculinity and femininityHigh alcohol outlet densityAvailability of illegal guns	<ul style="list-style-type: none">Strong neighborhood centers and neighborhood-based initiativesCommunity-building and healing capabilities of organizationsLocal investmentEngagement in positive activitiesCollective efficacyStrong schools and teachersAccess to mental health and physical health resourcesFamily connection and relationships with other caring adultsCommunity connectednessArts and cultural expression

GOAL #1: STOP THE SHOOTING. STOP THE VIOLENCE.

This goal focuses on preventing gun violence, including homicides and non-fatal shootings, through strategic, timely, and coordinated efforts among residents, law enforcement, mental health providers, community health workers and other partners.

1. **Objective: *Reduce incidence of violence through targeted efforts pre-incident and during an incident.***
 - a. Expand street outreach and community norm change efforts to mediate conflicts, prevent retaliation and other potentially violent situations, and connect individuals to community supports.ⁱ
 - b. Improve lethality assessment, safety planning measures to prevent domestic violence homicides.ⁱⁱ
 - c. Expand implicit bias and macroaggression reduction and de-escalation tactics training for first responders, including law enforcement and crisis intervention service providers.
2. **Objective: *Support immediate individual and community needs post-incident.***
 - a. Expand brief interventions, including critical incident stress debriefing and connection to services after acute treatment of violence-related injuries through hospital-community partnerships and hospital-based violence intervention programs.ⁱⁱⁱ
 - b. Expand post-incident trauma healing supports, including critical incident stress debriefing, to connect family and community members, and first responders to appropriate community supports to after incidents of violence.
3. **Objective: *Decrease illegal gun availability.***
 - a. Increase oversight of licensed gun dealers, focusing on responsible business practices among dealers found to divert guns to criminal users,^{iv} and regular inspections of dealer compliance.^v
 - b. Prohibit people engaged in domestic abuse and dating abuse from possessing or obtaining firearms, including barring people with state-level misdemeanor domestic violence convictions or any domestic violence restraining orders from obtaining firearms.^{vi}
4. **Objective: *Improve social inclusion for individuals at a high risk for violence perpetration and victimization.***
 - a. Initiate proactive bystander and resident engagement strategies for conflict resolution and to reduce social isolation among individuals at high risk for violence perpetration and victimization.

GOAL #2: PROMOTE HEALING AND RESTORATIVE JUSTICE.

This goal aims to help individuals, families, and communities heal from violence and trauma and move forward in positive ways. This goal also helps to promote healing at the community level by enhancing connection to cultural identity and promoting community connectedness, which can also serve as a protective factor against future violence.

1. **Objective: *Promote trauma reduction and healing support.***
 - a. Promote long-term trauma reduction and healing support to residents, professionals who address violence, and others experiencing secondary/vicarious trauma^{vii}
 - b. Expand capacity of problem-solving courts to provide therapeutic resources and services for youth and adults involved in the criminal justice system.
 - c. Increase coordination of mental health and trauma services across agencies to support children, youth and families who have been exposed to multiple forms of violence.
 - d. Prevent and treat substance abuse
2. **Objective: *Strengthen treatment and services for sexual and domestic violence.***
 - a. Expand healing and support through survivor-centered sexual and domestic violence services.^{viii}
 - b. Increase affordability and accessibility of treatment for men with domestic violence histories.
3. **Objective: *Improve cultural competence and support cultural identity of community members.***
 - a. Build a pipeline of culturally-competent mental health care providers from neighborhoods most affected by violence
 - b. Promote and restore a connection to and sense of cultural identity to promote individual and community healing and resilience.^{ix}
 - c. Promote culturally rooted healing, resilience, and social development for chronic and repeat juvenile offenders

4. **Objective: *Repair and revitalize relationships.***
 - a. Strengthen restorative justice in courts and community based settings as a means to promote healing and repair relationships for victims and perpetrators of violence and broader social networks
5. **Objective: *Expand access to quality substance abuse treatment services.***

GOAL # 3: SUPPORT CHILDREN, YOUTH AND FAMILIES.

This goal supports families and the holistic development of children and youth as means to preventing multiple forms of violence upfront and across the life course.

1. **Objective: *Improve family environments and quality early learning to foster healthy child development.***
 - a. Promote early childhood home visitation and positive parenting programs.^x
 - b. Strengthen preschool enrichment with family engagement.
 - c. Refund/Create Family Resource Centers in MPS schools and neighborhood centers
2. **Objective: *Improve school climate, teachers' self-regulation and children's social emotional learning.***
 - a. Bolster school-based violence and trauma prevention and community schools' initiatives.
 - b. Empower young people to intervene in their peer groups (speaking up against behaviors that promote violence, reinforcing positive social norms, and offering support in situations where violence has occurred or may occur).^{xi}
3. **Objective: *Increase youth connections to caring adults and positive youth engagement.***
 - a. Strengthen quality and coordination of mentorship and afterschool/summer programs.^{xii}
4. **Objective: *Decrease teen dating violence and sexual assault in youth.***
 - a. Support girls' leadership and empowerment programming.^{xiii}
 - b. Expand efforts to promote positive gender norms that support the formation of healthy teen relationships and address toxic masculinity, including mobilizing men and boys as allies.^{xiv}
5. **Objective: *Increase and tailor employment and workforce development for opportunity youth.***
 - a. Increase coordination of youth job programs to link higher need youth to subsidized jobs and supportive services (strengthen employability and earn income concurrently)
 - b. Develop (re) engagement centers for opportunity (out-of-school youth or disconnected youth) to support skill development and employment
 - c. Work with employers to increase job opportunities, on-the-job training and retention strategies for youth

GOAL #4: PROMOTE ECONOMIC OPPORTUNITY.

This goal aims to promote economic opportunities for adults who face barriers to employment and creating safe workplace environments is critical to healing from community trauma and preventing violence.

1. **Objective: *Improve organizational policies and workplace climate to support safety/anti-violence.***
 - a. Establish and incentivize proactive workplace policies, starting with city government.^{xv}
2. **Objective: *Link adults to employment opportunities with a living wage and remove accessibility barriers***
 - a. Build on, tailor, and expand workforce and employment development efforts to connect job seekers to open positions.^{xvi}
 - b. Create incentives and improve employer readiness to hire and retain those facing accessibility barriers (e.g. people returning from incarceration) and remove barriers for jobs.^{xvii}
 - c. Adopt local policies to support living wages and paid sick leave.^{xviii}
 - d. Increase opportunities for driver's license recovery and eliminate suspensions for non-driving violations including truancy
3. **Objective: *Strengthen economic supports for women and families.***
 - a. Support adequate work support and affordable, quality childcare.^{xix}
4. **Objective: *Strengthen financial literacy skills.***
 - a. Integrate financial education with employment services to improve economic opportunities for low-to-moderate income communities
5. **Objective: *Foster local entrepreneurship.***
 - a. Create opportunities for local entrepreneurship and economic development

GOAL #5: FOSTER SAFE AND STRONG NEIGHBORHOODS.

This goal aims to build safe and strong neighborhoods by concentrating efforts to reduce community deterioration and create protective community environments for residents and youth.

1. **Objective: *Create safe community spaces.***
 - a. Create and promote community events and safe transportation routes in neighborhoods most impacted by violence.^{xx}
 - b. Promote neighborhood revitalization and address physical blight and nuisance properties in prioritized neighborhoods.^{xxi}
 - c. Increase investments to parks and playground infrastructure, equipment and landscaping in priority neighborhoods to ensure playgrounds are safe and accessible for all.^{xxii}
 - d. Decrease the sale of harmful products through monitoring and restrictions, and reducing the number of establishments with liquor and tobacco licenses.^{xxiii}
2. **Objective: *Increase economic development and access to economic opportunities for priority neighborhoods.***
 - a. Engage businesses in violence prevention efforts, including expanding partnerships with business improvement districts and other community-level efforts that increase economic growth and sustainability.^{xxiv}
 - b. Connect transportation/transit to economic development so that people in the city can access jobs within the county.
3. **Objective: *Improve government-community relations.***
 - a. Provide increased opportunities for government-community partnerships and trust-building.
 - b. Expand training of Problem Oriented Policing and promote procedurally just practices to improve officers' interactions with community members.^{xxv}
4. **Objective: *Build resident leadership and collective action.***
 - a. Expand efforts to build neighborhood/resident organizing and advocacy capacity.
5. **Objective: *Connect residents to resources to meet basic needs.***
 - a. Invest in and promote programs to improve the availability of safe and affordable housing in prioritized neighborhoods.
 - b. Connect residents in priority neighborhoods to community resources to meet basic needs such as food, housing, medical and other services/resources.^{xxvi}

GOAL # 6: STRENGTHEN CAPACITY AND COORDINATION OF VIOLENCE PREVENTION EFFORTS.

This goal aims to maximize impact of our work through coordinated efforts across diverse sectors aligned around a public health approach to violence prevention.

1. **Objectives: *Build capacity for multi-sector systems change and increased collaboration across organizations and sectors.***
 - a. Establish and sustain a Violence Prevention Collaborative with strong community representation to provide leadership, coordination and oversight to the implementation of Milwaukee's violence prevention plan.^{xxvii}
 - b. Implement community building processes and tools to build community trust and trust among organizational partners.
 - c. Offer ongoing, collaborative opportunities for training and capacity-building for organizational partners and community stakeholders to better understand best and promising practices in preventing violence.^{xxviii}
 - d. Identify and collaborate on policy and systems change strategies, e.g., address difficulty in securing insurance reimbursements for mental health service providers.
2. **Objective: *Apply trauma-informed and implicit bias reduction lenses across sectors.***
 - a. Adopt a trauma-informed approach to violence prevention in Milwaukee, across sectors, institutions and partners that acknowledges trauma and encourages trauma-sensitive approaches to violence.
 - b. Promote and implement police and practice that is trauma informed and reduces elements of bias across government departments and other sectors, including education and youth serving organizations.
3. **Objective: *Create a mechanism for sustainable violence prevention funding.***

- a. Establish a Funders Collaborative for Violence Prevention to align funding to prevent violence in prioritized neighborhoods with particular emphasis on incentivizing collaboration.
4. **Objective: *Develop and implement an effective communications strategy.***
 - a. Develop and implement communications campaigns to promote norms around community safety, including effectively engage the media to reduce biased reporting, frame framing violence as preventable and highlighting solutions for Milwaukee.^{xxix}
 - b. Ensure effective internal communication among Collaborative partners.
5. **Objective: *Increase evaluation capabilities and accountability.***
 - a. Establish an integrated data and evaluation system to track key indicators and other evaluation needs.
 - b. Expand OVP data and evaluation capacity and staffing
 - c. Improve critical incident review, non-fatal shooting review, and Homicide Review Commission

THE ELEMENTS OF THE HEALTH SYSTEM TO PREVENT VIOLENCE

1. **Public Health Departments** (or other lead agency - such as a non-profit or university)
 - Coordinate violence prevention efforts across all sectors and ensure equity is embedded in all strategies
 - Hire, train and support violence prevention professionals as well as research and monitoring professionals
2. **Community Organizations and Residents**
 - Detect and interrupt violence
 - Identify individuals at risk for violence
 - Change environmental factors and norms related to violence
 - Address social determinants of health risk factors
3. **Social Service Providers**
 - Work within health sector to deliver trauma-informed care
4. **Primary Care**
 - Educate, screen and refer for all forms of violence
 - Input data to ensure appropriate services and interventions
 - Advocate for health-based programs and policies
5. **Emergency Departments and Acute Care Facilities**
 - Educate, screen and refer for all forms of violence
 - Identify, treat and assess risk of those impacted by violence
 - Fine tune efforts to identify hotspots and reduce recidivism
6. **Hospitals as Anchor Institutions**
 - Train staff in trauma informed care to reduce re-traumatization
 - Hire in, advocate for and invest in communities impacted by violence
 - Integrate violence prevention into needs assessments
7. **Health Care System Economics**
 - With insurance providers, reimburse for violence prevention
 - Evaluate the financial results for health care and other expenses
 - Invest community benefit dollars in violence prevention efforts
8. **Mental Health**
 - Implement health approach to reduce risk of victimization
 - Increase access to mental health and community services
 - Advocate for policies to increase resiliency and reduce risk
9. **Behavioral Health Care**
 - Implement behavioral health training throughout the community
 - Integrate community healing programs into existing efforts
10. **Academic Medical Centers**
 - Incorporate the health approach for hospitals
 - Research violence and the effects of the health approach
11. **Primary and Secondary Schools**
 - Train educators on conflict resolution and trauma informed care
 - Identify, refer and track individuals at risk for violence
 - Implement policies and programs that reduce out of school time
12. **Early Childhood Development and Child Welfare Systems**
 - Train staff to identify and reduce all forms of violence
 - Deliver therapeutic interventions to those experiencing violence
13. **Schools of Public Health**
 - Fund faculty and research on the health approach to violence
 - Coordinate local expertise to assist communities in implementation
 - Incorporate the health approach to violence into curricula
14. **Community Information Systems**
 - Collect data on all incidents and interventions of violence
 - Create standards for data to promote effectiveness
15. **Law Enforcement and the Justice System:**
 - Train for implementing violence prevention protocols
 - Identify, refer and track those exposed to or at risk for violence
 - Assess and treat staff exposed to violence
16. **Faith-Based Institutions**
 - Connect individuals and neighborhoods to services and resources
 - Promote the health understanding of violence and positive norms
 - Mobilize the community to advocate for violence prevention
17. **Media**
 - Advance public understanding of violence as a health issue
 - Identify health leaders to serve as spokespeople
 - Implement standards for reporting on violence
18. **Cross-Sector Collaboration**
 - Implement shared data on all forms of violence, protocols for screenings, referrals, and programs and policies to prevent violence
 - Hold regular meetings with all leadership to discuss violent trends and identify program and policy improvements

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