To: Advisory Board members  
From: Prevention Institute  
Date: May 7, 2004  
Re: Update on the planning process to develop a violence prevention blueprint for Alameda County

The purpose of this memo is to update Advisory Board members on the blueprint development process. Below is a summary of accomplishments to date followed by a more detailed progress update. Meeting notes, reports, and the slide set presented to the Public Protection Committee are available at: http://www.preventioninstitute.org/alameda.html.

Summary of accomplishments:

- **Convened key decision makers and stakeholders:** Formed a diverse Advisory Board and smaller Core Group to shape, define, and ratify the planning process, a violence prevention structure for the county, and the blueprint.

- **Identified priority violence prevention needs for the county and adopted recommendations to address them:** This Advisory Board ratified the preliminary report, *Toward a Lifetime Commitment to Prevention Violence in Alameda County*, which identified major needs, delineated risk and resilience factors, and recommended how to advance violence prevention efforts in the county.

- **Adopted a comprehensive violence prevention framework:** The Core Group and Advisory Board have adopted a comprehensive framework, *Three Keys to Violence Prevention* to address the complexity of violence: Key 1) Violence is complex and requires a comprehensive approach, Key 2) Risk and resiliency factors must be addressed, Key 3) Violence prevention requires an integrated strategy for action.

- **Prioritized risk and resilience factors:** The Core Group and Advisory Board have agreed on the priority violence-related risk and resilience factors that must be addressed.

- **Delineated key activities to address priority risk and resilience factors:** The Core Group and Advisory Board have delineated activities to address the priority risk and resilience factors and that should be included as part of a comprehensive violence prevention blueprint.

- **Shaped a violence prevention structure:** The Core Group has recommended an office of violence prevention and a two-tiered coordinating body. The structure is designed to ensure accountability, foster leadership, and promote coordination and communication across agencies and departments and other violence prevention stakeholders.

- **Developed a community outreach plan:** The community engagement plan will begin this summer. Meetings will take place with elected officials and community-based organizations in five regions in the county.

- **Formed a data work group:** Core Group members formed a data working group to develop a plan to ensure data is shared and accessible.

- **Involved youth in the planning process:** There has been youth representation at each Advisory Board and Core Group meeting and recently an additional 11 young people were oriented to the planning process and provided input.

- **Developed dedicated website space:** The violence prevention planning process for Alameda County has dedicated website space where stakeholders can easily access information about the planning process including meeting notes and reports. The information can be found at www.preventioninstitute.org/alameda.html.
Update of Current Status of the Violence Prevention Blueprint Development Process

The following is an update of the current status of the Alameda County violence prevention planning project: Toward a Lifetime Commitment to Violence Prevention in Alameda County.

Phase I: Defining the Problem (May 2003 – September 2003)
In August 2003, Prevention Institute produced Toward a Lifetime Commitment to Prevention Violence in Alameda County: Background and Preliminary Recommendations. The entire report and a summary are available at http://www.preventioninstitute.org/alameda.html. The report was based on more than 50 interviews in the summer of 2003 with business representatives, state and local government officials, representatives from community-based organizations, community representatives, and experts from state and national organizations based in Alameda County and a review of existing data and documents. This report delineated ten preliminary recommendations:
1. Institute a structure for violence prevention in the county that establishes leadership and accountability.
2. Develop a strategic blueprint for the county that delineates an overall approach for the county, key stakeholders and their roles and responsibilities, and opportunities to leverage and raise resources that will promote public safety outcomes.
3. Create a methodology and venue for coordination and communication within the county.
4. Increase public awareness about the underlying contributors to violence.
5. Provide interdisciplinary staff training that builds a county-wide understanding about the underlying factors contributing to violence and how to effectively prevent it.
6. Identify additional methods of support as well as potential barriers that the State imposes on the county's violence prevention efforts and request assistance.
7. Establish a system to measure effectiveness and an integrated data system that provides a complete picture of the problem as well as progress on prevention.
8. Shift the norms to where violence is intolerable and all members of the community are engaged in the solution.
9. Ensure that prevention efforts not only reduce risk but also promote and build hope.
10. Establish a set of shared violence prevention principles by which all relevant sectors of the county support violence prevention efforts in their everyday work.

In September 2003, a diverse Advisory Board was brought together to provide overall vision and guidance throughout the blueprint development process. This Advisory Board ratified the preliminary report, and formed a smaller Core Group that meets more frequently to shape the solutions and a structure for the county that will comprise the blueprint.

Phase II: Blueprint Development Process Shaping Solutions and Engaging Key Sectors (September 2003 – December 2004)
The Core Group and Advisory Board have been using a framework, The Three Keys to Violence Prevention, to inform their work. The framework has been used in multiple violence prevention efforts including youth violence, family violence, and violence and young children. The three keys are: 1) Violence is complex and requires a comprehensive approach, 2): Risk and resilience factors must be addressed, and 3): Violence prevention requires an integrated strategy for action.

The Core Group met four times between October 2003 and April 2004, and accomplished the following:
- **Prioritized risk/resilience factors**
  Core Group members prioritized the top violence-related risk and resilience factors for the county. Risk factors are conditions or characteristics that put individuals, families, or communities at risk for violence – for individuals this can be as perpetrators or victims. Resilience factors are characteristics of individuals, families, or communities that are protective against violence in spite of the presence of risk factors. These factors will be addressed in the blueprint.


  The priority resilience factors are: (1) Economic capital, (2) Meaningful opportunities for participation, (3) Positive attachments and relationships, (4) Good physical and mental health, (5) Social capital, (6) Built environment, (7) Services and institutions, (8) Emotional/Cognitive competence, (9) Artistic and creative opportunities, (10) Ethnic, racial, and inter-group relations, and (11) Media/Marketing

- **Delineated comprehensive activities to address risk and resilience factors**
  Core Group members used the *Spectrum of Prevention* to delineate specific activities that could be used to reduce risk factors and enhance resilience factors. The *Spectrum* is a Prevention Institute tool that has been used successfully in prevention efforts around the country including injury and violence prevention, lead prevention, and physical activity and nutrition promotion. The *Spectrum* identifies multiple levels of intervention and encourages people to move beyond the perception that prevention is about teaching healthy behaviors. The *Spectrum*'s six levels for strategy development (listed below) represents a framework for a more comprehensive understanding of prevention. These levels are complementary and when used together produce a synergy that results in greater effectiveness than would be possible by implementing any single activity. At each level, the most important activities related to prevention objectives should be identified. As these activities are identified, they will lead to interrelated actions at other levels of the *Spectrum.*

![The Spectrum of Prevention](image)

- Influencing Policy & Legislation
- Changing Organizational Practices
- Fostering Coalitions & Networks
- Educating Providers
- Promoting Community Education
- Strengthening Individual Knowledge & Skills
The Advisory Board has had the opportunity to review some of the Core Group’s findings and to delineate activities for some risk and resilience factors. The Advisory Board will be asked to complete the delineation of activities that address the remaining risk and resilience factors at its May 2004 meeting. The major categories that encompass all of the recommendations to date include: strengthening families, youth development, neighborhood development, improving career opportunities and paths, addressing reentry, fostering hope, and improving government effectiveness.

- **Shaped a county structure for violence prevention**
  The Core Group agreed that any structure must account for five key elements (which emerged from Phase I and are delineated in the preliminary report): centralized leadership, provision of a training venue, collaboration and coordination, public information, and coordinated data collection and analysis. Since December, the Core Group has worked to define what form the structure will take. The Core Group has agreed on the need for an Office of Violence Prevention and a coordinating body of two concentric circles, an Executive Committee and a Coordinating Council. Core Group members agreed that the Executive Committee should include agencies and departments whose budgets are controlled by the Board of Supervisors and whose work is related to violence prevention and public safety and/or the major risk and resilience factors. Final recommendations have not been made about additional membership. The Coordinating Council would include the Executive Committee and representatives of a number of city and county groups. This includes: schools/school districts, cities/municipalities, parks and recreation, youth, community members, business, labor/unions, media, faith-based organizations, and grassroots and community-based organizations. The Core Group recommends that a high level Executive Director staff the office. The Executive Director would staff the Executive Committee and Coordinating Council and report to the County Administrator’s Office. Additional staffing could consist of in-kind staffing from existing departments and/or a small number of dedicated staff when funding is available. The Core Group has identified the need to establish stable funding streams to support violence prevention in the county.

- **Developed a county outreach plan**
  The community engagement plan will begin this summer. Meetings will be conducted in five regions of the county: tri cities, tri valley, central county, north county, and Oakland. The first set of meetings (July 2004) will be an opportunity to: present the county violence prevention efforts to elected officials such as city managers, mayors, city council members, school board members, and other public officials to get their reaction and input; foster county-wide understanding of and buy-in to the plan; and get their suggestions about community groups in their area who should be informed. After the series of meetings with public officials, there will be meetings held in September and October with community-based organizations throughout the county to get their feedback on the plan. There will then be a forum for the general public to hear about the plan and ask questions and provide input.

- **Formed a data working group**
  The Core Group formed a data group to establish a plan to ensure that data is shared and accessible. Preliminary planning meetings have taken place and a small group will be convened shortly.

The Advisory Board met in September 2003 and January 2004. At the January meeting, members were updated on progress to date, and the group ratified recommendations of the Core Group at that point. At its May meeting, members will be updated on progress since January and
have the opportunity to provide input, refine the Core Group’s recommendations, and ratify findings to date.

In addition to the above accomplishments of the Core Group, the following items have also been completed as part of the overall blueprint development process:

- **Oriented and involved youth in the process**
  To date, 11 youth have been oriented to the blueprint development process, and there has been youth representation at all Advisory Board and Core Group meetings.

- **Briefed the Alameda County Public Protection Committee**
  In February 2004, staff from Supervisor Miley’s office and Prevention Institute presented the Alameda County Violence Prevention planning process to the Public Protection Committee. The committee was supportive of the blueprint development process. A copy of the slide presentation is available at [www.preventioninstitute.org/alameda.html](http://www.preventioninstitute.org/alameda.html).

- **Established dedicated website space**
  Prevention Institute has dedicated a page on its website for information related to the Alameda County blueprint development process. This page contains meeting notes, projects reports, and slide presentations. It is located at [www.preventioninstitute.org/alameda.html](http://www.preventioninstitute.org/alameda.html).

**Funding**

The preliminary report was supported by Supervisor Nate Miley’s office. The Board of Supervisors has approved up to $100,000 for Phase II for staffing to develop the blueprint and training materials and conduct some outreach. This money is being raised by contributions from agencies and departments. To date, the following have contributed or committed to the fund: Alameda County Sheriff's Department, East Bay Regional Park District, Alameda County Fire Department, Deputy Sheriff’s Association, and Every Child Counts. Departments and agencies that wish to contribute should contact Supervisor Miley’s office.

Supervisor Miley’s staff and Prevention Institute have submitted letters of intent to several foundations. A complete proposal was submitted to The California Wellness Foundation (TCWF) at their request. They conducted a site visit in March 2004 and Supervisor Miley, Arnold Perkins of Public Health, Donald Blevins of Probation, and Prevention Institute staff participated. A funding decision is scheduled to be made by TCWF in June 2004. Some Alameda County-based businesses have or will also be approached. For example, Kaiser Foundation Health Plan, Inc. has committed support. Prevention Institute has also made pro-bono contributions.

**Next Steps**

- Advisory Board meeting on May 20, 2004 to finalize the list of activities to address risk and resilience factors and to refine and ratify outcomes of the process to date
- Core Group meeting in June to further refine the structure and to finalize the county forums
- County forums (in 5 regions with elected officials and CBO’s) to be conducted in July and September-October
- Advisory Board meeting in September to ratify the findings to date that were modified as a result of the community forums
- Development of the draft blueprint
- Develop sector by sector implementation plans
- Adoption of blueprint by Board of Supervisors
- Phase III: Implementation of blueprint (2005)