

A Multi-Sector Approach to Preventing Violence



A Companion to *Multi-Sector
Partnerships for Preventing Violence,*
a Collaboration Multiplier Guide

THE ROLE OF MULTI-SECTOR COLLABORATION IN PREVENTING VIOLENCE

*“Violence is not the problem of one neighborhood or group,
and the response and solutions are not the responsibility of one sector
of the community or of one agency, professional group or
business. Coming together and owning this problem
and the solutions are central.”*

—Dr. Deborah Prothrow-Stith
UNITY Co-Chair, Harvard School of Public Health

Police chiefs are often held accountable for addressing community violence in a city. More and more of these leaders are insisting, “We cannot arrest our way out of this problem,” and rightly so. That is because the factors that make violence more or less likely span multiple sectors. For example, a lack of jobs and high alcohol outlet density increase the likelihood of violence. The conditions that protect against violence include quality schools, economic opportunities, a clean and well-designed physical environment, and structured activities that young people find meaningful. The scope and breadth of these factors are far beyond the responsibility and capacity of law enforcement.

Indeed, no one sector can prevent violence on its own and almost every department in city government can contribute to safety, including social services, public health, parks and recreation, housing, schools, probation, public works, transportation, workforce development and others. Private sectors such as business, the faith community and news media can also contribute in important ways. When practitioners understand the solutions to violence and how their activities link up with those of other sectors, they can more readily carry out their work in ways that also reduce community violence. Collaboration Multiplier is a Prevention Institute tool that can help clarify these connections and identify joint strategies.

The Collaboration Multiplier process creates the circumstances for diverse disciplines to understand each other’s perspectives, expertise and contributions to the group. Using this tool creates an opportunity for an organized discussion about strengths and gaps across partners, and helps potential partners fully appreciate the benefits of working together. Collaboration Multiplier allows the group to think more strategically about what it can accomplish and how it can have an even greater impact, accomplish more ambitious goals, or otherwise have a “multiplier effect” through more strategic collective action.

Research, practitioners’ experience and community wisdom all confirm that efforts to prevent violence will be more effective when multiple private, public and community players come together in a strategic and coordinated way. For example, the [UNITY Assessment of Youth Violence Prevention Activities in U.S.A. Cities](#) revealed that cities with the greatest coordination and communication across sectors also had the

lowest rates of youth violence.¹ Sectors, agencies and departments that align their strategies and approaches are better equipped to achieve goals in common. Collaboration Multiplier is a formal mechanism for members of any collaborative group to tailor their contributions based on their particular expertise and capabilities.



LEARN FROM OTHERS

Examples of various disciplines and sectors playing a role in efforts that prevent violence:

- **Salinas, Calif.** When the library learned that illiteracy was a risk for violence, it improved its literacy programs and partnered with the school system to ensure that every child in the city has a library card. Libraries are safe spaces for young people to spend after-school hours. The newly-built library in East Salinas was designed in partnership with members of the community and now welcomes 1,200 people daily.
- **San Diego.** The San Diego County Aging and Independence Services created a cross-generational mentoring program that matches seniors with young people in the surrounding community, so young people have a caring adult in their lives.
- **Minneapolis.** The Downtown Improvement District sponsored the Picturing Peace project, which engaged teenagers in exploring the issue of violence using the PhotoVoice method. By taking photos and using them to craft stories, the participants developed a vision for positive social change. The photos were used to decorate 22 utility boxes that were common tagging targets, in order to discourage graffiti and inspire others to imagine a community of peace. Picturing Peace is part of a larger effort to make downtown Minneapolis a safe and welcoming place to visit, live and work.
- **Oakland, Calif.** The school superintendent instituted a goal of 100-percent graduation rates for all African American male students. As part of the district's commitment to this goal, it has integrated restorative justice and social-emotional learning into its practices.
- **Los Angeles.** In response to grassroots organizing efforts, the zoning commission ensured that 200 liquor stores would be closed or not permitted to re-open in South L.A. following civil unrest in 1994. The community experienced a 27-percent reduction in crime and violence within a four-block radius of each liquor store that had been shut down.
- **Philadelphia.** The Pennsylvania Horticultural Society improved underdeveloped areas by removing trash and debris from vacant lots and planting trees and grass. This greening effort was linked to a reduction in gun assaults and vandalism, and formerly-incarcerated residents maintained these green spaces through a community-based job training program.

“Working with other sectors means we have different perspectives, more resources, greater trust, a bigger network, and a comprehensive approach. We are more efficient because everyone has a common understanding of the issues and our roles. Preventing violence is all of our work.”

—JULIE YOUNG-BURNS
MINNEAPOLIS PUBLIC SCHOOLS

BENEFITS OF MULTI-SECTOR COLLABORATION

Multi-sector collaboration is essential for preventing violence. It maximizes outcomes both by aggregating the activities and investments of diverse sectors in one coherent approach, and by leveraging efforts of different sectors so that they build on one another to achieve broader outcomes than could be accomplished by any single sector alone. Key benefits include:

Capacity to Define a Problem and Shape a Solution

- **Achieves collective outcomes:** Multi-sector collaboration is the mechanism for achieving outcomes that any single group could not achieve.
- **Leverages diverse expertise:** Each sector has its own knowledge base, training and skill set that can bring necessary knowledge and information to an effort.²
- **Cultivates innovation and creativity:** Multi-sector collaboration almost automatically prompts participants to think more broadly than they otherwise would. Once they do, they can reach higher levels of understanding and develop new ideas.
- **Fosters a unified approach with shared buy-in:** Coordination across sectors can clarify a deliberate group approach, common agenda, collaborative plan, mutually-reinforcing activities, and structure.^{3,4}

Enhanced Resources to Achieve Success

- **Leverages investments:** Collective resources can be leveraged to advance the specific goals and mandates of participating sectors as well as of the whole collaborative.
- **Supports access to resources and fosters resource-sharing:** With representation from different sectors, the group enjoys greater access to a broader range of funding opportunities,^{5,6} and provides opportunities for sectors to learn from each other's successes, failures and best practices.
- **Allows for more flexible use of existing resources and decreases duplication of efforts:** Having a pool of resources from multiple sectors can increase flexibility in the use of what's available. Coordinating resources can reduce duplication.

Credibility and Advocacy Power to Get it Done

- **Strengthens credibility:** The participation of a specific sector or combination of sectors may be critical for the collaborative to have credibility on a particular issue or set of issues.
- **Maximizes advocacy power:** Multiple sectors may have broader influence to make change. Specific sectors may have stronger political influence at times or on specific issues.

Staying Power

- **Promotes broader reach and impact:** Different sectors have their own networks, constituencies, audiences and outlets, far expanding the reach and potential impact of any one sector on its own.
- **Supports sustainability:** Policy and environmental changes take time, and having broad support from multiple organizations and their constituencies can sustain momentum needed for the long haul. When shared goals and joint strategies are embedded within multiple sectors, action can be sustained beyond the life of a formal collaborative group.

CHALLENGES TO MULTI-SECTOR COLLABORATION

All coalitions and collaborative efforts are challenging and multi-sector collaborations face many of the same challenges other collaborative groups. In many cases, these challenges play out in similar ways to any collaboration. However, multi-sector collaborations also experience unique dynamics, which are easier in some ways and more difficult in others. Key challenges include:

Understand and Leverage Differences across Sectors

- **Forging a shared language for sectors to communicate with each other:** Sectors have different definitions and understandings of key terms.⁷ A lack of common language can hinder communication, understanding, and the ability to see benefits of working together.
- **Bridging differences across sectors:** Organizations representing different sectors have different missions, values and mandates; utilize different work styles, management styles and modes of operation; and abide by different administrative boundaries, laws and regulations, and budgets. All these dimensions contribute to varying comfort levels and expectations for the process and outcomes, potential partners, timelines, strategies and solutions.
- **Building trust and overcoming preconceived notions about other sectors:** Representatives from any one sector may hold assumptions or stereotypes about any other sector. This can result in misunderstanding across sectors, a lack of confidence in what others can contribute, reservations about the motives of others, and barriers to open engagement.⁸

Partnership Buy-In

- **Finding a common agenda to advance collectively:** The divergent interests of multiple sectors make it challenging to meet the needs of everyone.⁹
- **Sharing credit and expanding ownership for shared solutions:** One or more sectors may have a real or perceived need for some degree of credit in achieving goals associated with the work of the collaborative group, thus creating tension.¹⁰
- **Balancing the engagement of sectors with different levels of accountability:** The nature of accountability for outcomes drives participation in two ways: 1) For sectors that are held most accountable for outcomes associated with the collaborative group's efforts, these participants will want to maintain a high level of control, and 2) For sectors who have little or no accountability related to the issues being addressed, it is much more challenging to keep them engaged.

Shared Measurement

- **Measuring the problem and progress:** Establishing a common set of measures to monitor performance, track progress toward goals, and learn what is or is not working takes effort.^{3,10} Sectors typically have their own data sets, systems, technological equipment and software, and their jurisdictional and outcome metrics differ from each other.
- **Overcoming confidentiality barriers and proprietary information:** Different sectors are bound by differing legal regulations and ethical considerations. Often, data is confidential or a particular partner may consider its data proprietary and feel comfortable sharing it.

COLLABORATION MULTIPLIER IN ACTION

Collaboration Multiplier lays the groundwork for effective multi-sector collaboration. Collaboration Multiplier is designed to maximize the benefits and overcome the challenges associated with multi-sector collaboration. The steps in the process are grouped into two phases—Information-Gathering and Analysis—as summarized in this section.

Phase I: Information-Gathering

Information-Gathering collects information based on partners' perspectives about their organizations or field of work. The outcome of Phase I is a completed Collaboration Multiplier Grid. This information is compiled and shared with the rest of the partners, priming the group for discussion. The steps in Phase I are:

- Step 1. Draft a Vision and Goal
- Step 2. Choose Partners
- Step 3. Select Categories for Information-Gathering
- Step 4. Self-Reflect
- Step 5. Compile Individual Responses
- Step 6. Share Perspectives
- Step 7. Finalize an Information-Gathering Grid

Understanding partners' diverse perspectives and potential contributions helps maximize the group's impact and the likelihood of improved outcomes. The seven steps in this phase are designed to achieve this. The following questions inform educated guesses about potential partners' priorities and perspectives to support the engagement of sectors from the outset:

- Importance of this issue: What is this sector's mandate? For what is it held accountable? Why might preventing violence be important to this sector?
- Strategies and activities: Which of this sector's current strategies and activities relate to preventing violence?
- Expertise, assets and strengths: What unique expertise does this sector add to the collaborative group? What resources can be brought to the table? Examples include skills, staff, training capacity, funding, and relationships with other potential sectors.
- Organizational goals and benefit: Of this sector's goals, which relate to safety and preventing violence? How does it benefit from participating in this collaborative group?
- Audience: Who is the primary audience or constituency this sector serves?
- Data: What relevant data can this sector access, and how are they collected and analyzed?
- Desired outcomes: What specific results or outcomes would this sector like to see to make participation in a collaborative group worthwhile? What does success look like for this sector?

Houston Example: Phase I

In response to a survey conducted by local youth-serving organizations, young people in Houston reported that they didn't feel that their communities valued them or that their neighborhoods were safe. High school students reported feeling unsafe on their way to school, since they had to cross through vacant land where illegal dumping and drug activity were common. Among the partners recruited by the public health department to address this problem were local property owners and managers, public works and engineering, and youth-serving organizations.

Given this context, consider how the four sectors in Houston might answer the information-gathering questions and contribute to a solution. (See the sample grid on page 7 for possible answers. Read across a row for how sectors may respond differently to the information-gathering questions, and read down a column for in-depth information on a specific sector.)

Phase II: Collaboration Multiplier Analysis

The activities in Phase I set the stage for analysis activities. Phase II brings together participants for a discussion on information collected in Phase I, and forges a path towards a shared approach. The outcome for Phase II is a completed worksheet summarizing the Collaboration Multiplier Analysis. Phase II involves discussing how to maximize outcomes, and ways to align and leverage various partners' expertise and resources for the greatest impact. The steps in Phase II are:

- Step 8. Develop a Shared Vision
- Step 9. Discuss Implications for Shared Impact
- Step 10. Identify Actions
- Step 11. Summarize the Collaboration Multiplier Analysis
- Step 12. Figure Out Next Steps

When partners come together to review information collected in Phase I and discuss implications, key questions to answer include:

- What can be achieved together? (Shared outcomes)
- What partner strengths can the collaborative group utilize? (Collective strengths and assets)
- What strategies can two or more partners work on together? (Joint strategies)

“In order to create a safe environment, we all have to work together. We have a common goal of seeing youth live long and healthy lives.”

—ROSE HAGGERTY
HOUSTON INDEPENDENT SCHOOL
DISTRICT

Sample Grid for the Houston Example: Phase I

	Public Health	Property Owners	Public Works	Youth Serving Organizations
Mandate	Protect the public's health by preventing disease and injury, and by creating the conditions that promote health and wellness.	Maintain safe, habitable housing, and ensure property is secure. Adhere to building codes, and meet safety requirements.	Design, construct, renovate and maintain public facilities and infrastructure, so they remain in working order.	Through activities and opportunities, promote positive development and prepare children and youth to succeed in life.
Activities	Coordinate efforts to prevent specific injuries and diseases, monitor the population's health, and develop and enforce laws and regulations that keep people healthy and safe.	Maintain property so it is safe for habitation and to increase curb appeal. Negotiate leases, collect rents and return security deposits.	Clear ditches and storm water inlets. Plant and prune trees. Dispose of waste and recycling. Remove graffiti. Coordinate volunteers for clean-up projects.	Develop and offer diverse educational, athletic, recreational, health and career programs for youth and their families. Foster creative expression and youth leadership.
Data	<ul style="list-style-type: none"> • Statistics on causes of death, mental health, and injury from violence • Rates of diseases, chronic conditions, and health behaviors • Health services usage 	<ul style="list-style-type: none"> • Occupancy rates • Property value and cost of renovations and improvements • Knowledge of tenants and the neighborhood 	<ul style="list-style-type: none"> • Number of 311 service requests, such as for graffiti, illegal dumping and flooding, by geographic location • Number of active volunteers in the vicinity 	<ul style="list-style-type: none"> • Knowledge of young people and their concerns • Facilities usage rates and number of young people served • Crime and perceived safety around facilities
Desired Outcomes	Decreased violence-related injury, re-injury, death and trauma. Improved physical, mental and behavioral health among adolescents and their families. Strong partnerships and community relations.	Increased property value. Increased income from rental properties. Responsible tenants who pay rent on time and care for the property. Full occupancy. Positive neighborhood reputation.	Improved storm water drainage and quality. Increased ownership of public spaces by civic groups and residents. Decreased amount of litter collected and number of graffiti incidents.	Improved school attendance and academic achievement. Increased participation in positive out-of-school-time programs that youth find meaningful. Decreased youth-involved crime and violence.

Houston Example: Phase II

The four sectors in the Houston example agreed on a common goal—improve environments to make places safer. The public health department, property owners and managers, public works, and youth-serving organizations identified shared outcomes they could accomplish by combining their respective strengths, as well as joint strategies to pursue together (see the sample analysis on page 9).

In order to create a positive sense of place, the city’s public health department funded micro-grants for young people to lead neighborhood clean-up projects and other community-based campaigns. A shared-use agreement would protect the property owners from liability, while allowing for public activities on the property and for volunteers and other groups to improve the land. The public works department supported trash removal and examined the site for toxins from illegal dumping, consistent with its mandate for water drainage and runoff quality. Local civic organizations volunteered to maintain the land, and the adjacent school considered the lot in its campus redesign. To create shared spaces for the benefit of schools and the community, the group continued to explore ways of engaging landscape architects trained in the principles of Crime Prevention Through Environmental Design (CPTED). The police department offered crime data as part of showing the long-term impact of this ongoing joint effort, and it also trains residents on CPTED strategies, such as improved lighting and reduced blight.



Four students participate in a Houston clean-up project near their high school.

“Collaborating to change the environment and make safer places really resonated with our partnerships. Every partner has a different ‘what’s in it for me’ that needs to be discovered. There’s something for everyone in this kind of work,” said Sheila Savannah of the Houston Health and Human Services Department. “Collaboration Multiplier is a good tool because it stops to ask, ‘What are the strengths of every partner? What does the partner need? And what are you bringing to the table?’”

“Before we used to work in silos, but we don’t do that anymore. In order to be successful we have to approach things from a holistic experience, from a wrap-around perspective. The level of talent that different organizations bring and the diversity of companies, organizations – that mix is the greatest thing we have going for us.”

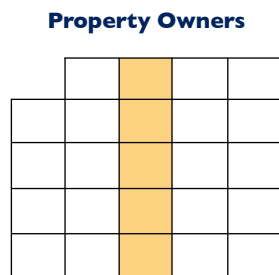
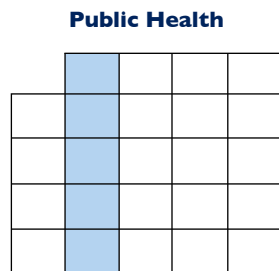
—DERRICK NEAL
HOUSTON DEPARTMENT OF
PUBLIC WORKS AND ENGINEERING

Sample Analysis for the Houston Example: Phase II

Goal: Improve environments to make places safer



Public Works employees on site.



Bulldozers clear debris.

Shared Outcome
What can be achieved together?

A safe open space near the school that promotes attendance and reduces fear of violence among youth

Collective Strengths and Assets
What partner strengths can the collaborative group utilize?

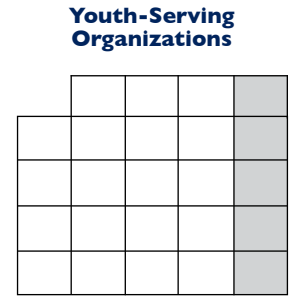
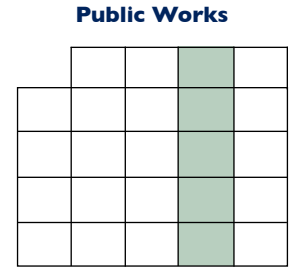
- Various data sets that tell more when combined than separately
- Collective expertise to create an attractive, safe physical space
- Access to the property and staffing supplemented by volunteers to complete the work

Joint Strategies
What strategies can two or more partners work on together?

- The Health and Human Services Department and youth-serving organizations took the lead in engaging young people. Their youth survey identified the vacant space by the school as a problem area.
- Property owners and managers utilized a shared use agreement for the Department of Public Works and Engineering to remove trash, clear the site of toxins, and improve the site's water drainage and runoff quality.
- With an eye toward sustainability, the Department of Public Works and Engineering engaged nearby tenants and local civic organizations as volunteers to maintain the land and discourage illegal dumping and drug-dealing.
- To replicate this success, the Health and Human Services Department made micro-grants for young people to lead neighborhood clean-up projects and other community-based campaigns, with the support of the other three partners.



Young people plant trees.



Volunteers come together.

MAXIMIZING MULTI-SECTOR COLLABORATION

Using Collaboration Multiplier for Health and Safety

To maximize benefits and overcome multi-sector challenges, Collaboration Multiplier:

1. **Promotes understanding about diverse partners:** The information-gathering phase collects specific information about each partner and this information is shared across the collaborative. Continuing dialog throughout the process promotes deeper understanding among partners.
2. **Clarifies similarities and differences:** The Collaboration Multiplier grid allows for direct comparisons across sectors to understand what various sectors have in common and where they diverge.
3. **Supports relationship- and trust-building:** The Collaboration Multiplier process creates the opportunity for diverse partners to build relationships with each other and to cultivate trust across the collaborative group and among participants.
4. **Identifies collective strengths and missing expertise:** In practice, collaboration helps identify key sectors and determines what expertise is represented or missing.^{2,10} Collaboration Multiplier provides a structured process for this by mapping specific information, identifying where there may be gaps, and suggesting how to fill them by clarifying who else is needed.
5. **Delineates collective resources at the table:** The Collaboration Multiplier grid accounts for a range of resources including funding sources, data, partners and training.
6. **Fosters a shared vision, goals, language and understanding:** Setting a shared agenda is essential in a multi-sector collaborative effort. The information collected in a Collaboration Multiplier grid sets the stage for an analysis, whereby a common understanding of the problem and the solutions leads to a shared vision and goals.
7. **Establishes shared outcomes and joint strategies:** The Collaboration Multiplier analysis results in a set of shared outcomes and strategies that span the entire partnership or can be accomplished by sub-sets of partners. In addition to developing joint strategies, Collaboration Multiplier brings multiple players to solve different aspects of one problem.
8. **Identifies solutions that solve multiple problems:** By focusing on outcomes desired by multiple sectors, Collaboration Multiplier supports diverse partners in identifying strategies that address the needs of multiple partners and solve multiple problems simultaneously.
9. **Helps clarify the contributions and roles of each partner, while helping to manage credit and accountability issues:** Phase II of Collaboration Multiplier, the analysis, clarifies the specific strategies as well as the appropriate role of appropriate partner in achieving the solutions. This clarity helps hold each sector accountable for its contributions and also credit individual accomplishments. Further, the collective nature of implementing a multi-sector plan promotes the sharing of credit, as members come to realize that the group is accomplishing more than any single sector could.
10. **Establishes a foundation for shared measurement and a vehicle to overcome confidentiality and proprietary considerations:** The Collaboration Multiplier grid identifies the range of data sources that can be brought to bear on the problem and on the potential solutions, thus clarifying the need for a diversity of data. In fact, combining data from each participating sector allows for more complete understanding. The Collaboration Multiplier process fosters trust and buy-in so that partners are more likely to engage in the process of sharing, aggregating and coordinating data in order to achieve outcomes.

APPLYING COLLABORATION MULTIPLIER

The Houston example illustrates the value of multi-sector collaboration in promoting community safety. Collaboration Multiplier can help replicate such multi-sector efforts in neighborhoods, communities and cities across the country. The process often underscores the benefit of having multiple partners at the table, and the tool can help maximize outcomes.

As an example, imagine a community concerned about violence affecting youth. Since many young people spend substantial time in school, the community might turn to schools in its search for a deeper understanding of the nature of the problem. Schools could provide the following information, for example:

Education	
Sample Data Collected	<ul style="list-style-type: none"> • Academic achievement and graduation rates • School connectedness • Attendance, truancy, and disciplinary actions • Student perceptions of school safety, and reports of physical fighting

Using only information from the education sector, the community might conclude that violence affecting youth is a school-based phenomenon that occurs largely on campuses. This incomplete picture could prompt a specific focus on schools as the only arena for prevention strategies. What happens when the community looks at data from other sources? The following table displays information provided by seven sectors. Consider especially the italicized data, which will be used in the next part of this scenario.

Community Services	Economic	Education	Governance	Criminal Justice	Public Health	Social Services
<ul style="list-style-type: none"> • <i>Facilities usage rates</i> • <i>Participation in programs & events</i> • Requests for services, number of clients served • <i>Perceived safety & crime in parks & around libraries</i> 	<ul style="list-style-type: none"> • Unemployment rate, income distribution & average wages • <i>Revenue from business & sales tax</i> • Job growth & number of local employers • Trends in the real estate market & hotel business 	<ul style="list-style-type: none"> • Academic achievement & graduation rates • School connectedness • <i>Attendance, truancy & disciplinary actions</i> • <i>Student perceptions of school safety & reports of physical fighting</i> 	<ul style="list-style-type: none"> • Resident opinions, including of government performance • Measures of civic participation • Information about city & county workforce, such as hiring and retention 	<ul style="list-style-type: none"> • <i>Reported violent crimes</i> • <i>Information about victims & perpetrators</i> • Status & outcomes of cases & appeals • Recidivism rates & the progress of formerly-incarcerated people toward self-sufficiency 	<ul style="list-style-type: none"> • <i>Statistics on causes and rates of death, mental health & injury from violence</i> • Rates of diseases, chronic conditions & health behaviors • Health services usage & participation in community programs 	<ul style="list-style-type: none"> • <i>Reports of domestic violence, including child & elder abuse</i> • Requests for services & participation in programs • Clients' needs assessments

Using the data from multiple sectors, italicized in the chart on page 11, the community could piece together a more complete picture of violence affecting youth. In analyzing these data, the community might be able to detect trends or identify other aspects of the problem. Examples for this scenario include:

- Violence affecting youth might peak between 3 and 6 p.m. on weekdays and on weekend nights in places other than schools.
- Violence may have increased since recreation programs at neighborhood parks ended and libraries cut back their open hours. Young people may stay away from certain parks because they don't feel safe there.
- Local businesses could be concerned that customers don't feel safe shopping during certain hours.
- Young people worry about getting to and from school safely and may be less concerned about their safety while on campus.
- Young people are far more often the victims of violence than the perpetrators. Solutions need to not only reduce the likelihood of violence among youth but also work with adults at highest risk for violent behavior.
- Looking at data on social services utilization and on school truancy, attendance and disciplinary problems may identify young people who are represented in both data sets and may be at high risk for school drop-out or violence. Interventions could be designed to meet their specific needs.

Having a more nuanced and thorough understanding of the problem from a more complete set of data can help a community develop more appropriate solutions. And data is just one component of an effective, sustainable effort to prevent violence. Collaboration Multiplier identifies other useful categories that groups collect, such as: Mandate, Main Activities, Primary Organizational Goals, Audience and Sample Desired Outcomes. A sample grid that includes all these categories for seven sectors is on pages 13 and 14. A completed grid like this is a typical outcome of Phase I.

The information in this grid can inform the community's solutions to violence, and is the basis for Phase II: Analysis. The sample analysis based on this scenario is on pages 15 and 16, which shows possible shared outcomes, collective strengths and assets, and joint strategies that could emerge out of this process and that a given community might pursue. When the public health, education, economic and community services sectors are collectively involved in solutions, for example, they can increase access to safe places, services and programs after school hours; ensure students' safety as they travel to and from school; and enhance safety in local business areas. An analysis that summarizes the group's discussion and decisions is the usual outcome of Phase II.

“Violence is related to unemployment, poverty, language access, to whether someone can be involved in the community and trust government agencies. That is why collaboration is so important; tackling all these issues means linking up with other groups and other departments to improve safety. It produces better outcomes.”

—AMELIA BARILE-SIMON
SAN DIEGO COUNTY HEALTH AND
HUMAN SERVICES AGENCY

Sample Grid for Preventing Violence: Phase I

This grid summarizes the Collaboration Multiplier categories for seven sectors that have a role in preventing violence. Read across a row for how sectors may respond differently to the information-gathering questions, and read down

(Continued on page 14)

	Community Services	Economic	Education
Mandate	Ensure neighborhoods are vibrant, livable places that support thriving community life, and connect residents to city services and resources.	Create jobs and business opportunities, and foster an economic climate that attracts businesses and a skilled workforce to build the city's tax base.	Prepare students for success in later life by imparting knowledge and skills through high-quality instruction.
Main Activities	Offer classes, athletics, recreation and library programs; cultivate neighborhood-based leadership; and maintain recreation facilities and public event spaces.	Assist and train businesses, investors, entrepreneurs and workers; inform the city's strategic plan; and buy, sell and develop real estate.	Educate children using approved curriculum, support teachers in providing quality instruction, and assess students' mastery and knowledge.
Primary Organizational Goals	Diverse recreational and learning opportunities for residents; clean, safe and well-utilized facilities; and public participation in decision-making.	Job opportunities and gainful employment for workers; a robust, stable local economy; and businesses that are appealing and accessible.	High student academic achievement, high graduation rates, and strong student connection to school.
Audience	All residents and community organizations that serve residents.	Employers, entrepreneurs, job-seekers and workers who want to enhance their skills.	Students and their families, and community organizations that serve children and youth.
Sample Data Collected	<ul style="list-style-type: none"> Facilities usage rates Participation in programs and events Requests for services, number of clients served Perceived safety and crime in parks and around libraries 	<ul style="list-style-type: none"> Unemployment rate, income distribution and average wages Revenue from business and sales tax Job growth and number of local employers Trends in the real estate market and hotel business 	<ul style="list-style-type: none"> Academic achievement and graduation rates School connectedness Attendance, truancy, and disciplinary actions Student perceptions of school safety, and reports of physical fighting
Sample Desired Outcomes from a Multi-Sector Effort to Prevent Violence	<ul style="list-style-type: none"> Decreased crime and violence in and around facilities. Increased participation in programs, facilities usage, access to programs and facilities, and literacy. 	<ul style="list-style-type: none"> Decreased unemployment. Increased number of new businesses locating to the city, and positive perceptions of the city. Increased new jobs and skilled employees. 	<ul style="list-style-type: none"> Decreased absences, suspensions and drop-out rates, and gaps in academic achievement by race and other factors. Increased engagement of families, teacher training, and activities that students find meaningful.

(Continued from page 13)

a column for in-depth information on a specific sector. For a Collaboration Multiplier analysis of how four of these sectors can come together to prevent violence, see pages 15 and 16.

Governance	Criminal Justice	Public Health	Social Services
Ensure that government improves residents' lives and works for the people, by overseeing the operation of municipal government.	Protect the public, maintain order, deter crime, sanction those who violate the law, and supervise and rehabilitate them.	Protect the public's health by preventing disease, illness and injury, and by creating community conditions that promote health and wellness.	Aid and protect vulnerable populations through comprehensive services designed to improve well-being and self-sufficiency.
Formulate and carry out policies and laws, approve budgets and administer programs, and gather input and communicate with the public.	Respond to crimes in progress and conduct investigations. Oversee trials, diversion, sentencing and appeals. Support people on parole or probation.	Coordinate efforts to prevent specific injuries and diseases, monitor the population's health, and develop and enforce laws and regulations that keep people healthy and safe.	Provide crisis services, including case management and emergency food, clothing, utilities, child care and safe shelter; and oversee foster care and adoption.
Smooth municipal functioning and efficient governance, an attractive city where people want to live, work and visit, and strong ties with the public.	A city free of crime and disorder; justice and fair punishment of guilty individuals, and self-sufficient rehabilitated ex-offenders.	Improved community health, policies and partnerships that promote population health, and accessible, effective programs and services.	Individuals of vulnerable groups who are safe and self-sufficient, and accessible, effective programs and services.
Residents, potential residents, visitors and businesses within city or county limits.	All residents and visitors; victims, defendants and their families; and people on probation and parole.	All residents and visitors within the jurisdiction.	Vulnerable individuals, including people who are homeless, in foster care, and older adults.
<ul style="list-style-type: none"> • Resident opinions, including of government performance • Measures of civic participation • Information about city and county workforce, such as hiring and retention 	<ul style="list-style-type: none"> • Reported violent crimes • Information about victims and perpetrators • Status and outcomes of cases and appeals • Recidivism rates and the progress of formerly-incarcerated people toward self-sufficiency 	<ul style="list-style-type: none"> • Statistics on causes and rates of death, mental health, and injury • Rates of diseases, deaths, chronic conditions, and health behaviors • Health services usage and participation in community programs 	<ul style="list-style-type: none"> • Reports of domestic violence, including child and elder abuse • Requests for services and participation in programs • Clients' needs assessments
<ul style="list-style-type: none"> • Decreased homicides and shootings. • Increased civic participation, tax revenue. Improved perception of safety and of city government as fair, effective and responsive to residents' concerns. 	<ul style="list-style-type: none"> • Decreased violent crime rates, recidivism, number of juvenile offenders, and complaints. • Improved community relations and perception of safety. Increased employment among those with criminal records. 	<ul style="list-style-type: none"> • Decreased violence-related injury, re-injury, death and trauma. • Improved physical, mental and behavioral health, health equity, and perceptions of safety. Strong partnerships and community relationships. 	<ul style="list-style-type: none"> • Decreased contact between clients and law enforcement. Decreased reports of child abuse, family violence and other forms of violence. • Improved parenting skills, school attendance and health.

Sample Analysis for Preventing Violence: Phase II

This worksheet summarizes a Collaboration Multiplier analysis for how four sectors can come together to prevent violence. This sample analysis draws upon the information captured in the grid on pages 13 and 14.

(Continued on page 16)

Community Services

Mandate

Ensure neighborhoods are vibrant, livable places that support thriving community life. Connect residents to city services and resources.

Activities

Offer classes, athletics, recreation and library programs; cultivate neighborhood-based leadership; and maintain recreation facilities and public event spaces.

Desired Outcomes

Decreased crime and violence in and around facilities. Increased participation in programs, facilities usage, access to programs and facilities, and literacy.

Economic

Mandate

Create jobs, business opportunities, and an economic climate that attracts businesses and a skilled workforce to build the city's tax base.

Activities

Assist and train businesses, investors, entrepreneurs and workers; inform the city's strategic plan; and buy, sell and develop real estate.

Desired Outcomes

Decreased unemployment and recidivism among formerly-incarcerated individuals enrolled in job training. Increased positive perceptions of the city, new jobs and skilled employees.

Shared Outcomes

What can be achieved together?

- Safe passages to and from home, school and after-school activities at libraries, parks and youth-serving organizations, with local businesses as safe zones.
- Establish a cradle-to-career pipeline to replace the cradle- and school-to-prison pipeline.
- A business improvement district that also prioritizes youth apprenticeships and internships that supports school curriculum and classroom learning.
- Safe places to play, work and learn.

Collective Strengths and Assets

What partner strengths can the collaborative group utilize?

- Various data sets that tell more when combined than separately.
- A wide range of partners and networks to engage and contribute to solutions.
- Diversified funding streams and revenue sources.
- A mix of physical locations that can be transformed into safe places, so they serve as community assets. Increased use of schools, parks, libraries, stores and worksites can change a neighborhood's reputation and help shift norms around safety.

Joint Strategies

What strategies can two or more partners work on together?

- Through a shared use agreement, open school facilities for community use in late afternoons and evenings and on weekends.
- Coordinate the efforts of youth-serving organizations and community-based groups so programs complement school activities and supplement the curriculum.
- Provide services on school campuses to students and their families and neighbors.
- Expand Safe Routes to School programs so they also address gangs, graffiti and blight, and alcohol density. Recruit local businesses and train employees to ensure students and residents are not harassed near shops.
- Ensure that pedestrians feel safe in shopping districts and that these spaces are clean and accessible. Businesses can sponsor pro-social street events and community programs.
- Connect youth to internships and apprenticeships, and fund micro-enterprises that address gaps in neighborhood services and encourage youth employment.

Education

Mandate

Prepare students for success in later life by imparting knowledge and skills through high-quality instruction.

Activities

Educate children using approved curriculum, support teachers in providing quality instruction, and assess students' mastery and knowledge.

Desired Outcomes

Decreased absences, suspensions and drop-out rates, and gaps in academic achievement. Increased engagement of families, teacher training, and activities that students find meaningful.

Public Health

Mandate

Protect the public's health by preventing disease, illness and injury, and by creating community conditions that promote health and wellness.

Activities

Offer classes, athletics, recreation and library programs; cultivate neighborhood-based leadership; and maintain recreation facilities and public event spaces.

Desired Outcomes

Decreased violence-related injury, re-injury, death and trauma. Improved physical, mental and behavioral health, health equity, and perception of safety. Strong partnerships and community relationships.

THE WHOLE IS GREATER THAN THE SUM OF ITS PARTS

Collaboration Multiplier is designed to foster meaningful collaboration across diverse sectors for greatest impact, and to maximize the benefits of working together. It guides users through a process that helps various disciplines better understand one another's perspective, identify strengths and gaps in their partnership, and fully realize the benefits of working together. Collaboration Multiplier captures the perspectives and identifies the benefits for other partners upfront, so communication can be as engaging and persuasive as possible.

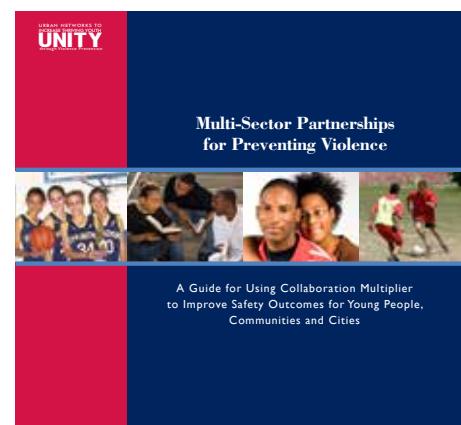
Cities all over the country are developing and implementing prevention strategies as part of their overall efforts to address violence. Increasingly, they are bringing together multiple sectors to advance the work. Though there are challenges to multi-sector collaboration, it is becoming increasingly clear that the benefits far outweigh them. Cities are reducing violence and sustaining these efforts. Collaboration Multiplier can help support these types of efforts.

For More Information

For more in-depth information and guidance, see [*Multi-Sector Partnerships for Preventing Violence: A Guide for Using Collaboration Multiplier to Improve Safety Outcomes for Young People, Communities and Cities*](#). This Prevention Institute publication describes the need for a multi-sector approach, and walks readers through the components of a prevention approach to violence and through the steps of the [*Collaboration Multiplier*](#) process. It uses exercises and workbook activities for readers to apply what they have learned on their own or in dialogue with their collaborative group.

Funded by The Kresge Foundation, *Multi-Sector Partnerships for Preventing Violence* details the potential roles and contributions of 10 sectors and 12 departments. It suggests concrete actions for each of them, and it features success stories and local examples of how a particular sector's involvement benefits the overarching effort. The guide also includes compelling arguments for recruiting partners in departments such as workforce development, schools, public health, social services, parks and recreation, transportation, housing, the faith community, the library, public works, and planning and zoning, for example.

Download [*Multi-Sector Partnerships for Preventing Violence*](#) at Prevention Institute's website, www.preventioninstitute.org/publications, to explore the added value of sectors working together to prevent violence and how to advance this approach in your community.



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