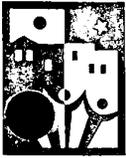


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NATIONAL
FUNDING
COLLABORATIVE
ON VIOLENCE
PREVENTION

LESSONS FROM THE PLANNING YEAR

Semi-Annual Progress Report to Funders

REPORTING PERIOD

January 1 – June 30, 1996

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LESSONS FROM THE PLANNING YEAR

INTRODUCTION

The National Funding Collaborative on Violence Prevention (The National Collaborative) ended its first official year of operation in June. During the past year the National Collaborative opened a national office, became a 501(c)3 and provided planning grants to 12 communities across the city. This semi-annual report covers the period from January 1 through June 30 1996, and presents the progress of the National Collaborative and the lessons learned during the first 12 months of the local collaboratives' planning period.

ACTIVITIES OF THE NATIONAL BOARD OF DIRECTORS

NFCVP as a 501(c)3

In its Fall meeting in 1995, the National Collaborative Steering Committee voted to establish the National Funding Collaborative on Violence Prevention as an independent, legal entity, separate from the Tides Foundation. The National Collaborative became incorporated in January of 1996 and finalized its separation from the Tides Foundation on April 1.

Governance Structure

A Board of Directors was established to govern the new entity. Members of the former Steering Committee were invited to express their interest in joining the Board. Twenty three of the original 24 members expressed an interest, were nominated and elected.

Additionally, the following officers were elected:

David Nee, W. C. Graustein Memorial Fund, Co Chair

Luba Lynch, A. L. Mailman Family Fund, Co, Chair

David Harris, Charles Stuart Mott Foundation, Secretary

Leonard Berman, Public Welfare Foundation, Treasurer

Board membership is expected to increase to 30 members and to include representation from the corporate sector, the faith community, the media, the local collaboratives and youth. Board members and officers are elected for a three year term, renewable once. Members are expected to attend biannual Board meetings, participate in telephone conference calls, and serve on one of the Board committees. An Executive Committee of committee co-chairs was established and given authority to act for the Board between meetings. The first new members of the Board, representatives from local collaboratives, will be invited to join the Board at its meeting in the Fall of 1996.

Committee Structure

The Board developed the following committees to ensure the involvement of all members and to facilitate the efficient operation of the National Collaborative:

Program Development and Policy

Evaluation/Technical Assistance

Public Education and Communications/National Opportunity Pool

Fundraising and Finance

Executive

Nominating

Committees are led by co-chairs appointed by the Executive Committee. The duties and responsibilities of these committees are outlined in the appendix. Committees are also open to the participant of non-board member violence-prevention experts and representatives from other sectors. These members provide critical insight, but are not allowed to vote on Board matters.

Policy Decisions

In addition to approving the new governance structure, the Board made a number of policy decisions at its spring meeting. These included:

- adding community voice to the Board by electing program coordinators and foundation representatives as Board members in the Fall.

- partnering with youth at the Board level. The Board will receive training prior to electing youth members to the Board meeting in Spring, 1997 (see discussion in Future Activities).
- adopting a statement on race and diversity and its relationship to violence and exploring this as an issue for work for the National Board (see discussion in Future Activities).
- adopting a different method of technical assistance to the local collaboratives during the planning year. (See Future Activities--Technical Assistance)

Board Involvement in Program Activities

The National Collaborative Board of Directors continued its involvement in the development of the national and local collaboratives throughout the planning year. Board members participated in conference calls to review cross site evaluation plans, provided assistance to staff in developing technical assistance plans for partnering with youth and considered strategies for media advocacy. Upon the request of local collaboratives, Board members met with important members of local collaborative communities to encourage their support of collaborative efforts. Additionally, by the end of the planning phase, Board members will have participated in the implementation and award process, which entails their visiting sites, reviewing implementation plans and determining which of the local collaboratives will receive additional funding.

Active programmatic involvement by the Board of Directors is crucial to this initiative. It enables the National Collaborative (and the local collaboratives) to capitalize on the experience and expertise of Board members. It provides Board members with the direct involvement in program development and implementation, and insight into the unfolding lessons of this process. It models successful collaboration for our local efforts. And, finally, it lends national credibility and visibility to the work of our local collaboratives.

CHALLENGES OF COLLABORATION: THE LOCAL COLLABORATIVES

When the National Collaborative decided to designate a 15 month planning period for the development of local violence prevention strategies, a number of individuals and groups expressed surprise about the length of our planning phase. Members of our local collaboratives, especially those experienced in program development, were concerned that this period would outlast the patience of those who were used to “doing” rather than “planning” in their communities. They asked for, and received authority, to implement some of their strategies during the planning year as a way to ground test the strategies and to relieve the tedium of the planning period.

None of our sites was able to implement significant violence prevention strategies during planning, although several of them learned the value of building small, programmatic successes into the collaborative building process. What we all learned during the first twelve months of our planning period was that collaboration building is a long, intensive process (most sites did not have fully coalesced collaboratives before the ninth month of planning); it is a process with many starts and stops (even apparently small things can temporarily derail the process); that even in communities experienced in collaboration building, it is difficult to take short cuts in the collaborative building process (each new issue brought to a collaborative involves, in some ways the development of a new vision); that it is important to include diverse perspectives at the beginning of the process (it is very difficult to integrate new voices to already established voices and it is important to explore many possibilities before settling on one course); and that collaboration building requires the ability to look beyond individual gain and toward the collective good (turf issues and egos must be left “at the door”).

The Importance of a Long Planning Period

Slow Starts

The fifteen month planning period was intended originally to allow for the production of local collaborative implementation plans in the first 12 months, and for the sustainment of effort during the final three months as the National Collaborative Board and staff evaluated local collaborative potential for implementation. In retrospect, this long planning period

afforded the sites enough time to learn about collaboration building, think through mistakes, and develop strategies to correct them. It also allowed the National Collaborative to think through its processes, correct inconsistencies and respond to site needs. A few sites got off to a slow start, as they were unable to hire staff in a timely manner, made staffing changes, or found that community violence concerns and trends had shifted between the proposal and planning stages of the initiative.

During the 12 month planning phase, two sites experienced delays in hiring the project director (directors were not brought on until late Fall--about six months into planning), four sites changed project directors (including the two late hires), and one site lost the support of the community foundation. Collaborative members found it impossible to keep the agenda moving in the absence of a strong project director. While they were untimely, these staffing problems did allow local collaboratives to gain an understanding of the importance of the staff role and the skills and abilities needed by new program staff to complete the planning phase.

Two local collaboratives found themselves engulfed by a rising tide of youth violence which caught the collaboratives and their cities by surprise. In order to engage the broader community, these collaboratives began their processes anew to allow for the inclusion of this emergent problem. In all cases, the long planning period enabled sites to make adjustments in their workplans and their planning efforts to accommodate these problems.

Establishing the collaborative

Sites were fully into their ninth month before collaborations appeared to coalesce, governance structures were established, and a collective vision could emerge. This was the case even when sites were building upon previous collaborative efforts, because the effect of adding a new component to an already existing collaborative generally meant that a vision had to be expanded (or a new one developed) and critical members had to be added to the collaborative.

The length of time devoted to collaborative effort often slowed down the sites' assessment process. Local collaboratives were able to make up assessment time when staff engaged in simultaneous efforts to analyze existing data, begin informal methods of

assessment at the neighborhood level and make important contacts with influential agencies and local officials while the collaborative was developing.

Responsive national involvement

The long planning period provided the National Collaborative with the flexibility to “meet sites where they were” and respond appropriately to sites’ developmental phases. When local collaboratives experienced difficulties, we were able to reconstruct some of our technical assistance (TA) to make it fit better with site needs. For instance, TA teams were useful in helping sites to understand the appropriate staffing needs for their collaboratives and to help them to think through how to incorporate emerging violence issues into those already viewed as important by collaborative members. Most importantly, however, the long planning period allowed national office staff to alleviate local collaborative concerns about meeting external deadlines for production. The National Collaborative realized early on that we would need to adjust our schedule for implementation review, so we were able to provide local collaboratives the option to adjust their planning time.

Building The Right Collaborative

Local collaboratives struggled mightily with maintaining collaborative focus in the face of fluidity of collaborative membership, with mission control as new members were added to existing groups, with containing the scope of the effort in the face of great community need, and with building collaboratives which allowed for meaningful participation of power brokers and ordinary citizens.

Fluid membership and sporadic involvement

After the first few months of planning, most of our local collaboratives were able to develop and maintain a core group of members. As the planning phase progressed, all sites also experienced rapid expansion in membership on their collaboratives. This expansion was guided by outreach to relevant community organization and citizens (including those most directly affected by violence), and by the need to respond to emerging violence issues.

Local collaboratives were successful in recruiting elected officials, important agency heads and other influential community leaders. Unfortunately, although they brought important resources, these individuals were, more often than not, also over-committed. They often sent delegates (not always the same one) to the meetings rather than attend themselves. Likewise, when collaboratives actively recruited those most directly affected by violence, they found that attendance by community residents, especially youth, could be sporadic. This meant that collaboratives spent much time reviewing past decisions to bring new members up to speed.

Mission control

As new members were added to collaboratives, they often challenged the original vision and mission. This was especially the case when grassroots citizens and/or youth members were added. While it delayed the forward progress of the collaboratives, most groups felt it was important to allow new members to have a voice in the development of collaborative mission and vision to ensure engagement and to ensure that the collaborative was addressing the issues deemed most critical to the community.

Meeting community need with scarce resources

While violence decreased in most major cities, some local collaboratives experienced an increase in their homicide rates during the planning year. Further, several collaboratives experienced an increase in youth violence and growing, urgent concern on the part of citizens to address these trends. Sometimes there were other ongoing violence prevention or related efforts in local collaborative communities, but the National Collaborative initiative was usually the only one that allowed communities to develop their own responses to violence issues. As such, it was viewed by community members as an important catalyst for critical local action. Added to this was the National Collaborative requirement that sites develop diverse, multi-sectoral and interdisciplinary collaboratives. This compelled local collaboratives to cast their nets very broadly and to engage in community organizing in areas directly affected by violence. While both of these phenomena (new violence trends and broad

outreach) captured important and varied community resources, they also raised expectations for the initiative.

Collaboratives struggled with defining scope for the project while addressing cynicism and hopelessness among community residents, negotiating powerful political and individual forces, and while empowering neglected communities. Collaborative members took the promises they made to their selected communities very seriously and fought hard to maintain a presence in all neighborhoods that had been engaged during the planning process, but not selected for violence prevention activities. They felt that it was important that communities be encouraged and rewarded for the commitment and effort they brought to the process whether or not they were ultimately selected for activities. All of our groups had previous experience with initiatives that raised expectations, engaged citizens, promised results, and disappeared. They were all determined to ensure that this did not occur through the National Collaborative process.

Integrating power resources and those directly affected by violence

Most collaboratives were originally developed by agency heads or other influential community members. Local collaboratives found it important to engage this sector of the community because of the resources these groups could commit to the collaborative building process. Equally important to the process was the inclusion of those most directly affected by violence. Local collaboratives understood the importance of inclusion of both sectors, but were unprepared for the reality of mixing groups that have historically had little contact.

Those representing the grassroots community were sometimes intimidated by the powerful and influential members of the collaborative and would have to be invited to speak during meetings. Once the initial intimidation was eased, however, agency and heads and elected officials were sometimes taken aback by the fervor and relevance of the challenges made by the grassroots community members. Several collaboratives found it helpful to use outside facilitators to incorporate the views of all into the collaborative vision and process. Facilitators were used to renegotiate collaborative power structures and help members break down barriers to communication. This process will teach is many lessons about the ways in which diverse perspectives can be integrated in a broad-based collaborative.

Supporting Community Self-Determination

In listening to the voices of our local collaboratives and providing them relatively free self determination in the selection of violence prevention activities, we also discovered what our collaboratives feel to be essential to violence prevention. First, although we cautioned them against trying to do too much with too little funding, local collaboratives told us that it was important for them to think big -- to use our funds to effect systemic change. While grants from the National Collaborative would not buy complete solutions, they could be leveraged with other resources in their communities to tackle large problems. Second, we learned that given local control, sites tend to engage in community building. Local collaboratives felt that the best strategies for preventing violence involve organizing and mobilizing different sectors of their communities. Third, local collaboratives told us that successful violence prevention depended upon the combination of systemic change and individual responsibility. They felt that it is futile to attempt to change individual behavior without somehow changing violent environments and the systems that produce violent environments. Finally, they told us that violence prevention is not enough. It is important for communities to stand for something and that good violence prevention is about promoting peace and the development of nurturing communities.

Long Term Solutions

Perhaps the most prominent and powerful violence prevention message of the planning period is that collaboratives must develop a long term outlook and seek to sustain their efforts. Most sites appear to be developing short term strategies that will allow for quick successes at the beginning of the process and facilitate collaborative member commitment. As they envision their efforts over the two year implementation period, however, they are leaning toward using this initiative to leverage the resources of community institutions that can contribute toward long term change. Relatively few of the collaboratives are developing service provision models as their violence prevention strategies, rather they are attempting to develop strategies that will address long term systemic problems such as unemployment among youth and adults in targeted communities, working with city and county governments to enact changes in housing codes and housing code enforcement, working with law

enforcement to develop stronger ties and better communication with communities beset by violence, and developing media advocacy strategies which they hope will change the ways the media frames discussions of violence and populations affected by violence.

Community Building

Two aspects of community building--community mobilization and environmental change emerged as the strongest arms of targeted interventions. Local collaboratives used both during the assessment process to gain entree into communities and to respond quickly to concerns raised by participants during assessments. For instance, in our Spartanburg site, collaborative staff conducted door-to-door interviews to meet and mobilize residents and to elicit concerns about neighborhood safety. They quickly learned of neighbors' overriding fears about drug trafficking in their community, the major source of which originated from vacant homes and trailers abandoned by their owners. Collaborative staff worked with residents to enlist the support of the local government in getting some houses condemned and others improved for living. Buoyed by results of this effort, residents established a neighborhood group and are active in recruiting others in the community to join.

Individual interviews (often door to door), community forums, and focus groups were among the methods used by local collaboratives to gather information about community concerns, needs and resources during the planning phase. Results were enhanced by information gathered through more formal "listening projects" and "community conversations" (guided by experts from local academic institutions) and by analysis of data from previous assessments and crime and violence surveys conducted by law enforcement agencies, health departments, school districts and other community projects. These methods yielded a wealth of information about actual and perceived violence in our sites and the community forces that can be used to address these threats.

Preliminary analysis of community assets reveal that even in communities most ravaged by violence, residents believe that it is possible to mobilize citizens to engage in collective action, that neighborhood institutions such as churches and schools can and are willing to work with community residents, and that there is a place for youth in developing solutions to violence prevention.

Systemic And Individual Change

Residents of our local collaborative sites believe the resolution of community violence is dependent upon the resolution of systemic problems (such as unemployment, unresponsive civic institutions, environmental concerns such as inadequate housing and/or lack of recreational outlets for youth, and civic neglect of oppressed communities) **and** individual problems (poor parenting skills, inconsistent community and family norms and values, and idle youth).

Promoting Positive Action

We are beginning to hear messages from local collaboratives that the National Collaborative focus on *preventing* violence may not be enough. Sites feel that, especially in socially and economically oppressed communities, the work of community building should be about *promoting* positive action. We have not yet learned of the particular strategies that local collaboratives will use to promote positive action, although they are exploring concepts such as promoting peace to convey what they feel is a paradigm shift. Many of our collaboratives have expressed this notion in the names they have chosen for their local collaboratives: The Crescent City Peace Alliance (New Orleans); the Fountain for Youth (NY); the Pro-Youth Coalition (Santa Barbara) and the SAFE (Somewhere All Feel Equal) Haven (New Haven).

MANAGING THE LOCAL PROCESS

It was clear as the local collaborative planning process was underway that we would learn important messages about the management of community collaborative efforts. While in general the collaboratives were housed in the community foundation, most local groups tried to allow for the independent and autonomous management of the project by the collaborative itself. The community foundation's role in the collaborative emerged over time. Some of the community foundations were careful to keep the collaborative from being viewed as a foundation initiative and some of the collaboratives were actually begun by an outside organization. In the latter cases, the community foundation acted as the fiscal agent.

National office staff observed that when there was a strong community foundation involvement in the collaboratives, they seemed to fare better. Those collaboratives in which the community foundation moved quickly to define its role as a major player (either as an outside force or as a major partner) were better able to sustain forward progress, were able to attract and maintain the involvement of influential community members and, in most cases, were able to resolve turf issues more quickly. In sites where the community foundation is only one of several dominant community forces, however, local politics and turf issues seemed to come to surface more readily. For instance, power struggles emerged as the community foundation role was challenged by other agencies. Likewise, the community foundation was sometimes put in the awkward position of mediating disputes between competing organizations.

Staffing

Staffing emerged as an issue for local collaboratives from the onset of the planning period. The hiring of staff was treated with much consideration and deliberation by local collaboratives. Position descriptions circulated throughout the community by word of mouth, in local newspapers, and in professional newsletters. Once staff were hired, they were expected to "hit the ground running", as collaboratives were in full swing before staff were brought on.

Continued collaborative building and community organizing were the activities that consumed the vast proportion of staff time. National office staff noted strong connections between staff experience and collaborative progress. Three staffing patterns emerged during the planning year, each of which has provided us with lessons for the implementation period:

Young, bright, committed, but relatively inexperienced staff

Some collaboratives saw this initiative as an opportunity to develop talent in collaboration building and hired a very promising, young person as project coordinator. These staff persons brought energy and a fresh perspective to their work, however, they sometimes experienced difficulty engaging and sustaining collaborative progress. All of our local collaboratives managed to bring a wealth of talent to the table, including very influential members of their local governments, heads of agencies and social service organizations and strong community leaders. Managing these strong personalities through the collaborative process and keeping them focused on moving the collaborative agenda proved to be exceptionally challenging for the young project coordinator. Community foundations found that they had to play a greater administrative role to support this staffing pattern.

Likewise, community organizing, especially the engagement of people in oppressed communities proved to be a difficult task for our younger project coordinators. They struggled with recruiting citizens in communities directly affected by violence, bringing them to the collaborative table, and engaging them in meaningful ways.

Monthly project director conference calls and informal meeting networks allowed the less experienced to take advantage of the knowledge and expertise of the more experienced project directors. Various training sessions at the national conference and individual assistance by national office staff and technical assistance providers also fleshed out issues and provided useful information for community organizing struggles.

Mid-level professional staff

These coordinators had advanced degrees and at least one other meaningful job experience on their resumes, but were inexperienced in one or two crucial areas for this initiative. Collaboratives that hired mid-level professionals also tended to provide them with

administrative and management support. For instance, these mid level professionals were generally assisted by administrative staff and were placed into mentoring relationships with a strong member of the collaborative or a community foundation staff person.

If collaboratives provided the right kind (and enough) of administrative support and supervision, these staff persons were able to work well with the collaborative, although they had very steep learning curves.

Highly skilled, very experienced, part time consultants

Five collaboratives used this staffing pattern (one after the collaborative had stalled in its initial efforts), generally employing consultants for 20 or fewer hours per week and contracting with them for the planning period. These project coordinators tended to be experienced in facilitation, enjoyed the respect of influential collaborative members, had helpful contacts for the collaborative, and were experienced community organizers. They had fewer problems managing collaborative members than did their less experienced counterparts. They also tended not to bring a personal agenda, and therefore were able to distance themselves from collaborative conflicts and facilitate the development of compromises among collaborative members. They were also able to identify staffing needs for implementation and assist the collaborative in developing appropriate job descriptions. Local collaboratives tended to fare best under this staffing pattern, although it wreaked a high burnout rate, as consultants soon learned that this process demanded full time work.

Staffing for implementation

If all of our local collaborators receive implementation awards, we will experience a turnover in project coordinators from seven of our twelve sites (five of which hired consultants). In all cases, collaboratives have determined that the staff position requires a highly skilled, very experienced, full time, permanent staff person who will need some administrative support. Moreover, collaboratives have moved in the direction of developing an executive director position to signal their great respect for staff responsibilities and their desire to engage persons who will bring credibility to the collaborative work.

Community Foundation Involvement

Community foundations assumed several different roles in collaborative work during the planning year. All community foundations acted as fiscal agents to the local collaboratives. For a few, this defined their relationship with the collaborative. Others acted as important partners, but not leaders, of the collaborative. Some lead the collaborative, often in partnership with other agencies. Collaborative staff were generally housed at the community foundation, in which case foundations usually provided supervision and in-kind administrative support to project coordinators.

Community foundation representatives connected with national office staff through monthly conference calls to share their experiences in the initiative. They expressed surprise at the massive amount of work collaborative building involved and the collaborative's drain on community foundation resources. This was especially the case for the smaller foundations, which often had to commit a portion of the director's time to the collaborative as well as the time of one or two program officers. Larger community foundations were also not immune to the drain on staff time or resources, as one executive director indicated that over the first few weeks of the planning phase, he had committed 20 percent of his time to working with the local collaborative.

Connecting with the Community

While concerned about the costs of the collaborative, community foundation representatives acknowledged the great benefits of this work to the community. One representative felt that initiatives like this one were "a most marvelous and appropriate use" of community foundation resources as it embeds the work of the community foundation firmly into the needs of the community.

For several foundations this was the first opportunity to connect with the community through the hands-on development of a program. They found themselves serving as mediators, facilitators, counselors and objective participants to the collaborative effort. One community foundation representative described the importance of the community foundation being "an outside voice for the community" in collaborative efforts. In this role community foundations become advocates for the community which counteracted the focus on individual

or organizational reward of some collaborative members. Representatives agreed that being viewed as an “agent for the community” increased the credibility of the community foundation and enhanced its standing not only among members of the collaborative, but in the eyes of the community at large.

Establishing an Outside Home for the Collaborative

At the end of the 12 month period, some local collaboratives indicated that they plan to submit requests for a change in venue for the local collaborative either per request of community foundations or as the next developmental step for the collaborative. Smaller community foundations have indicated that they have neither the space nor the resources to continue to support the local collaboratives.

For some collaboratives, the desire to house the collaborative in an outside agency seems to have followed a developmental sequence. The community foundation served as initial convenor, but the collaborative took on its own life and mission aside from the community foundation. In these cases, the next developmental step appears to be the development of a home for the collaborative outside the community foundation.

MANAGING THE NATIONAL PROCESS

The experience of the national office staff in providing staff support to the National Collaborative Board while simultaneously supporting the planning phase of the local collaborative also yielded some important lessons about the launching of a national violence prevention initiative.

Things That Worked

The National Collaborative as a Model

Since the evolution of the national collaborative closely mirrors that of the local collaboratives, national staff were able to anticipate some of the management and staff problems before they emerged and provide the experience of the National Collaborative as context for local programmatic issues. For instance, we understood the importance of developing governance structures, establishing group norms and consensus building as methods crucial to the development of a successful collaborative. The working committee structure of the national collaborative provided local groups with some insights into methods of meaningfully engaging non-collaborative members in collaborative work. Additionally, the use of the collaborative, rather than staff as the fundamental collaborative decisionmaker was modeled by national staff when local groups surfaced important programmatic policy question about the expectations of the national collaborative. Rather than offering their own solutions, national office staff referred these questions to the National Board. Although this method of operation meant that information was not always immediately available to local collaboratives, it was important to demonstrate the role of the collaborative in determining policy direction.

Unified Technical Assistance Teams

In many ways, the local collaborative planning year was also a testing year for the National Collaborative Board and the national office staff. The National Collaborative brought a unique perspective to violence prevention through its emphasis on local control and collaboration building. Since our sites were so diverse and because efforts were locally

driven, it was difficult to anticipate technical assistance needs at the onset of the planning year. We also decided that with all the demands sites would face during the planning year, it made sense to coordinate technical assistance services to them. This enabled us to maximize the talents of our technical assistance providers and minimize the intrusion of these providers into the collaborative process.

National office staff and TA providers from EDC/NCPC (programmatic TA) and COSMOS (evaluation TA) met regularly in person or through conference calls to discuss plans for sites and reflect upon lessons learned. Both TA providers appreciated the unique opportunity to work together and with national office staff in developing roles and joint workplans for TA. Their work at the site level was much more efficient as they were able to build upon each other's work.

Program and evaluation TA providers also performed a valuable role for the national office, as they pushed the national office staff to think through programmatic expectations and helped us to develop the conceptual model for work during the planning year. Likewise, we think their work was enhanced by the national office staff, as we challenged them to make their work responsive to individual site needs.

Hands-on, but non-intrusive management

National office staff worked very closely with local collaboratives, speaking monthly with program coordinators and foundation representatives as a group, and touching base individually with each site regularly throughout the planning year. We also maintained an open contact policy, so that local collaborative representatives felt free to call and discuss issues with the national staff at any time. This contact was crucial for staff, as it provided firsthand knowledge and understanding of the local collaboratives and enabled staff to better adjust TA to respond to individual site needs. This contact was also useful in helping the National Collaborative to understand how its process was playing out at the local level. The Board was able to quickly address policy issues raised by local collaboratives. For instance, when sites questioned whether part of the 2:1 match could be made in-kind, the Executive Committee of the then National Steering Committee discussed and developed policy around the match.

Despite our hands-on involvement, national office staff adhered to a policy of non-intrusion in local collaborative development. Staff acted as sounding boards to local collaborative issues, helped them to see options to strategies they proposed and reflected lessons learned with them, but were careful not to impose opinions or values on the work that was occurring at the local level. In general, sites seemed to appreciate the contact and staff's willingness to play such a role.

National office staff also received complaints from local collaboratives that the national was "too prescriptive" and "not prescriptive enough". These criticisms sometimes came from the same collaboratives at different times. As we worked through the planning year, we often agreed with this assessment. Sites that had little experience in collaboration building, community organizing and program development probably needed a bit more prescription than our process allowed. Those that were more experienced could have benefited from guidance in specific areas without overall prescription. We will continue to search for the right balance of management during the implementation years.

Things That Needed Improvement

No planning period for staff

The National Collaborative initiative is in actuality two discrete processes for national and local staff: providing support and assistance to the collaborative and working with the collaborative to develop the program (or violence prevention strategies). The initiative allowed for planning at each phase of development, except at the staff start up level. This is true for national office staff as well as for the local collaborative staff. In both cases, staff were expected to "hit the ground running," as collaborative processes were well into operation by the time that most staff were brought on board. In retrospect, this was unfortunate at both levels.

First, at the local level, it added stress to an already stressful process. Second, it did not allow for adequate training of staff. Third, it did not allow time for staff to get to know the collaborative. In the long run, staff were able to manage these two processes, but local collaborative project directors began to speak of burn out right after the midpoint of the planning phase.

At the national level, planning time for national staff would have better served the local collaboratives as well. After national staff had spent time becoming acquainted with local collaboratives, we were better able to determine the types of technical assistance they would need. In fact, local collaboratives were not able to clearly see their own needs for assistance until they had spent some time on the process. National technical assistance would have been better received and more useful to local collaboratives after this point. Allowing for more upfront planning time for national office staff might have changed the relationship between the National and local collaboratives from reactive involvement to proactive support.

Low national visibility

National office staff made the decision to spend the first year of operation launching the local collaboratives, rather than developing the national movement. We felt that national visibility would be more beneficial to the National and local collaboratives after the planning period. This decision was made in part because we felt that national office staff time would be better used to support the local collaboratives during planning; in part to protect the local collaboratives from the glare of national attention during planning; and in part to allow the National Collaborative more time to learn about media advocacy. Additionally, consultations with media experts revealed a great interest in exploring the work of the local collaboratives, but experts also indicated that it was important for the collaboratives to be “doing something” to prevent violence, not just planning.

Local collaboratives lamented the absence of a national “voice” during planning. They felt that national visibility during planning would have enabled them to ground their work within a larger context, allowed their communities to see that their efforts were tied to a national entity, and supported their fundraising mandates.

Communication with sites

We intended to establish regular lines of communication with sites (beyond our telephone calls and group meetings) to provide sites with information about the National Collaborative and with ongoing education about content areas relevant to their work. Our

hope had been to establish an "on line" system of communication with sites. We contracted with a technical assistance provider to develop an electronic network that would allow the national office to communicate with sites via the internet and which would allow collaboratives to connect with one other. We learned that practitioners, for the most part, would need to be trained to use electronic networks and that they felt too busy to be trained during planning.

National office staff communicated with staff primarily by fax and by mail. This was difficult for both parties, as national office staff struggled to obtain important responses from local collaboratives in a timely manner, and local collaboratives felt inundated and pressured by communiqués from the national office. We learned from this experience that written communication is generally not the most efficient way to provide education to local collaboratives, as practitioners have precious little time to read information. We have decided to limit our written education materials to those which can be distilled for important messages by staff. Further, we realize that our group meetings, in person or on the phone, are the best places to provide education and training to local collaborative staff. We have incorporated this lesson into our technical assistance plans for implementation.

We will continue to work with sites to bring them on line and encourage their use of electronic technology. There is a wealth of violence prevention information on line and the perspectives of local collaboratives can be broadened through the exposure to the experiences of other initiatives.

Judgment Awaits

High Expectations -- Much Pain

Although few, the National Collaborative requirements of sites during the planning year were major. The potential funding to sites through this initiative was relatively small within the general context of the issues with which local collaboratives struggled and the local matching funds that needed to be raised. The big vision of the National Collaborative (as reflected in its mandate to local collaboratives to develop broad based collaboratives and to engage in a comprehensive planning process) caused great concern at the local level as sites struggled to keep the reality of the available funding resources in line with the hopes and

dreams of the large numbers of people and organizations who came to the table through this initiative. On the positive side, this big vision allowed local collaboratives to really think about the possibilities of what their communities could become; it made them examine carefully the forces that were in existence; and it made them think strategically about how to use these funds in relation to the assets and needs of their communities. It made them focus on what they could do together rather than how they could “divide the pot”. And it made them listen to constituencies who had previously not been heard.

On the other hand, this big vision created an emotional roller coaster for many of the collaboratives. Many citizens and organizations became involved in the effort, and they invested much energy and time. It was a process that was sometimes painful for collaborative members as they fought to prioritize strategies and activities and to determine the role that each could play during a possible implementation.

On the whole we feel that had we not challenged our local collaboratives to think big, many things which needed to be discussed and done in their communities, might not have been addressed. This initiative has made local groups think beyond their traditional method of developing programs and services. Implementation plans are beginning to reveal a range of creative ideas for local collaboratives and a range of new ways of thinking about community building. This initiative also demonstrated that communities are very desperate for resources to assist them in resolving the social issues they face.

TECHNICAL SUPPORT OF THE LOCAL COLLABORATIVES

Over the last six months, with the help of the technical assistance and evaluation technical assistance teams, the national office staff provided ongoing support to the local collaborative planning efforts. Technical assistance was offered to all twelve local collaboratives through a national conference, a cluster meeting, telephone conferences, and during numerous site visits.

Group Training

The February Conference

The February conference, entitled "Preventing Violence: Creating Positive Visions for Our Communities", was held in New Orleans, LA. Local collaborative project directors worked with national office staff to develop the conference format, agenda, and to select speakers. The conference was intended to provide opportunities for networking and support, while building collaborative members' concrete skills. The slate of meetings allowed for peer learning, as well as presentations by experts in a variety of substantive areas. Plenary speakers addressed the importance of primary prevention and the value of youth development. Concurrent session topics included evaluation issues, techniques for developing agendas and managing collaboratives, public policy and media strategies and youth-related topics. Five members of each collaborative were invited to attend the conference. (for a more detailed description, see conference report by Jack Beatty in appendix).

In discussions following the conference, local collaborative members stressed the value of peer learning and support and concrete skill building.

Peer learning and support -- Conference participants reported they learned the most from their peers during unstructured, but facilitated pre-conference sessions for project coordinators, foundation representatives and youth. Pre-conference session attendees felt that they had an opportunity to discuss issues of relevance to their work, without the time constraint of the 90 minute concurrent sessions. While they enjoyed the expert presentations during concurrent sessions, they felt that the group discussions during these sessions were often derailed by attendees who did not share their training needs or issues.

Concrete skill building -- Attendees lauded sessions that provided them with concrete and applicable skills. Specific “how to” sessions, such as how to design a good meeting agenda or how to manage a local evaluator, were unanimously well-received, while more free form discussions about public health and media strategies received mixed reviews. This is in part because these topics were too large for a 90 minute presentation/discussion, and the great disparity in content knowledge of attendees, made it difficult for the presenters to narrow their discussions to a small area of the topic.

May Cluster Meeting -- Developing Local Evaluations

In May the local collaboratives participated in an evaluation workshop sponsored by COSMOS. Two members of each local collaborative were invited to the meeting. The workshop was designed to: 1) identify the key items in an evaluation plan; 2) begin drafting substantial parts of the plan for each site; and 3) develop a mutual understanding of the relationship between the cross-site and local evaluations.

The workshop began with a review of the cross-site evaluation design for implementation (see Future Activities). The design includes data collection at four levels: 1) the community, 2) the collaborative, 3) the target area or population and 4) the violence prevention activity. Cross-site evaluators will collect data at each level. Local evaluators were encouraged to gather information at levels 2, 3, and 4. The workshop clarified the levels, while teaching the collaboratives to use logic models as planning and analysis tools.

This workshop was considered universally successful by participants. Program coordinators and local evaluators suggested the following aspects of the workshop were beneficial:

Concrete skill building -- Again, workshop participants appreciated learning new and applicable skills. In particular, program staff were happy to gain understanding of a new tool for planning and analysis. The teams developed several logic models during sessions. This required them to take their ultimate implementation goal, and work backwards incrementally to determine the necessary milestones preceding this goal. The exercises not only helped participants think about evaluation, but also helped them refine their goals and

think in advance about the activities and short term objectives they must accomplish to achieve these goals.

Modeling collaboration at every level -- COSMOS did a wonderful job of tailoring the workshop to an audience that was difficult at two levels: 1) it was a mix of program people and seasoned researchers; and 2) it was a mix of seasoned researchers with different methods and approaches. COSMOS addressed the first issue by creating sessions in which the program representatives and local evaluators worked within their own collaboratives. This provided the team members with the opportunity to get to know each other, and allowed the local evaluators to serve as guides for those with less evaluation experience. In supporting the partnership between the sites and their local evaluators, COSMOS also nurtured a feeling of collegiality and mutual respect between the local evaluators and the cross site team. In this atmosphere COSMOS accepted the suggestions of local evaluators, who in turn, were open to recasting their standard practices to be consistent with the cross site evaluation. Everyone seemed eager to design evaluations that would streamline data collection and that would reinforce each other's findings.

Building local capacity -- While the local evaluators were developing partnerships with the cross-site evaluators, the program coordinators were gaining evaluation and management skills. The collaborative teams were asked to identify possible indicators or measures for their process and outcome objectives. Within collaboratives and as a group, they struggled to find meaningful, yet measurable, indicators. Individual collaboratives were given the opportunity to present their indicators and data collection strategies on overheads while the audience critiqued the reliability and validity of the proposed measures. In this way, program staff practiced using technical terms, participated in the selection of measures that they thought were meaningful, and learned how to manage their local evaluators in the design of the evaluation.

On-Site Technical Assistance

Program Technical Assistance

During the final six months of the planning year, Education Development Center and National Crime Prevention Council (EDC/NCPC) continued to provide program technical assistance to the 12 local collaboratives. The majority of the sites received second site visits and the on-site support was reinforced during phone conferences.

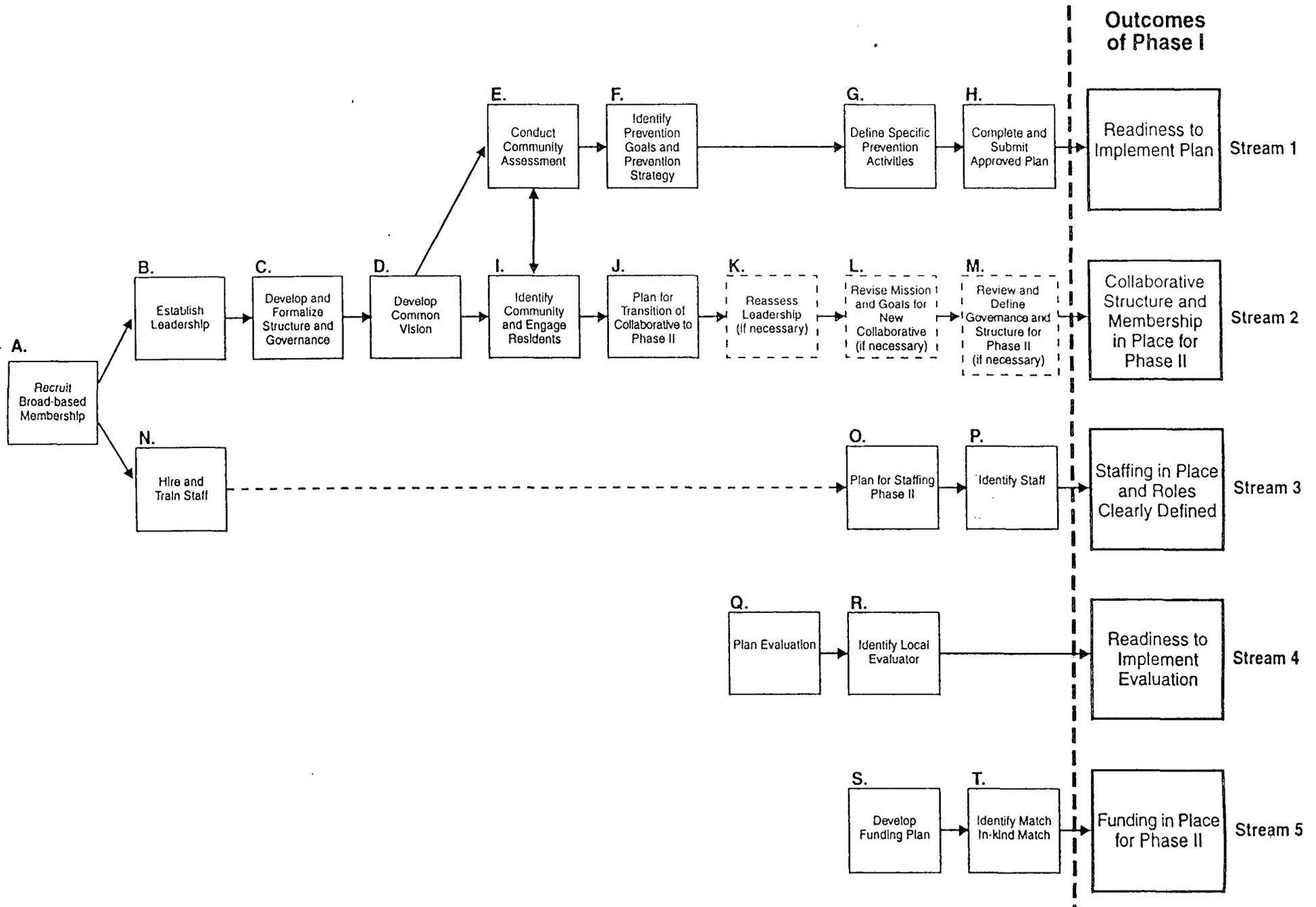
In order to better target the provision of technical assistance, national office staff and the technical assistance and evaluation teams developed a logic model diagramming the planning process (see following chart). Using the collaboration expertise of the TA providers, paired with the ongoing experiences in twelve sites, the model captured the major milestones most sites were achieving as they moved through the planning year. Using the logic model, the TA providers were able to assess each site's progress, and target their interventions to help move the site to the next milestones.

The logic model was then used as a basis for developing guidelines for the implementation plan. The implementation guidelines asked sites to document their planning year, as well as outline their proposed strategies for the implementation period. The guidelines reflected the collaborative building steps that national office staff, technical assistance and evaluation technical assistance providers had observed across the twelve sites. The guidelines were then reviewed and modified by the sites themselves.

While the development of the logic model was helpful, technical assistance for the planning year was not as responsive to site needs as it might have been. During site visits and phone discussions with the project directors, local collaboratives identified a need for greater communication and facilitation from technical assistance.

Communication -- Partly because the technical assistance providers only visited each site twice, there was a lack of communication between the providers and the sites. As a result of minimal communication, sites did not feel that the providers really got to know them and their issues, and more importantly were not up to date on their developments. As a result, the providers were not sure what they should offer to the sites, and the sites did not know what to ask for from the technical assistance team.

LOGIC MODEL DURING PLANNING PHASE OF LOCAL COLLABORATIVES



Facilitation -- There was also frustration on the part of the sites that technical assistance did not play a more facilitative role. Notwithstanding our desire to support local determination, some sites felt they wanted additional assistance pushing their collaboratives forward in the direction they had defined for themselves.

When asked about future technical assistance, with the exception of one site, all of the sites preferred a model that would allow for a greater variety of national and local resources. With this in mind, we have restructured a technical assistance program for implementation (see Future Activities).

Evaluation Technical Assistance

In addition to developing the cross-site evaluation design, COSMOS Corporation continued to provide evaluation technical assistance over the last six months. The bulk of the assistance was provided during the conference and workshop described above. In addition, evaluators conducted a second site visit to each site. During these visits, they met with the local evaluators, reviewed the community assessment data that had been collected and the violence prevention strategies that were being formulated. This provided them with valuable information for helping each site determine how it will measure the success of its initiative, while collecting accurate information about the context in which it is operating.

FUTURE ACTIVITIES

The National Collaborative

During the planning year a number of violence prevention issues emerged and were discussed by the National Collaborative Board. Among these were the place of race and diversity in violence prevention, the role of the media in framing violence issues and the need for involvement of other sectors, specifically youth and the faith and corporate communities in violence prevention activities. The National Collaborative sees these issues as important to the work of the local collaboratives and crucial areas for the National Collaborative to play a leadership role in violence prevention.

Race And Diversity

During one of the February Conference meetings, a local collaborative member raised the issue of racism as one of the root causes of violence. She was concerned that neither the National Collaborative's promotional materials nor the conference addressed this issue. Her comments and others led to many individual and small group discussions about the importance of race in violence during the conference. This issue was discussed by a small subcommittee of the Program and Policy Committee of the National Collaborative Board, and led to the adoption of a statement about race and diversity by the National Collaborative. The national office staff are working with the Board and the local collaboratives to develop diversity training that will address the issue of oppression, while moving forward the agenda of violence prevention. Over the next six months, staff will also work with Board members, local collaboratives and experts to understand and implement concrete action steps consistent with the National Collaborative's position on race.

Media Advocacy

The National Collaborative is beginning to explore the role of media in contributing to the perceptions of violence. Current research shows that violence is becoming a code word for race and that the portrayals of racial and ethnic minorities (especially African Americans) and youth within violent contexts are reinforcing negative stereotypes and feeding into fears

about these groups by the majority population. These perceptions and fears are then played out in the development of policies and laws which disproportionately affect these groups. Since most of our local collaboratives hope to change these perceptions about members of their selected communities, the involvement of the National Collaborative in this issue is very timely. Additionally, the National Collaborative views media advocacy as one of the ways we can offer leadership in violence prevention.

Involving Other Sectors In Violence Prevention

Youth

In planning our February conference, we first encountered the importance and difficulty of adult-youth partnership. Attempts had been made to include young people in the planning process, and structure a youth-focused pre-conference session. The young people were happy with the pre-conference session, and with sessions focused on their issues. Adults were moved by the testimonials of young people when they spoke during these sessions. Nevertheless, for the remainder of the conference the young people participated minimally. Although, many at the conference were pleased with the numbers of youth in attendance and the ways in which youth were integrated into some of the sessions, youth and their adult chaperones voiced their displeasure over the paucity of youth activities at our conference.

This experience (coupled with the difficulties our local collaboratives had expressed in engaging youth in collaborative activities) has led the National Funding Collaborative to address the issue of adult partnership with youth. The national office staff worked with the project coordinators to develop a statement that outlines the values the National Collaborative would embrace in its partnership with youth. After revisions from the Program Development and Policy Committee, the statement was adopted by the Board pending review and revision by youth members. The technical assistance plan for implementation will include training for the Board, the national office staff and the local collaboratives in partnering with youth. Additionally at our next conference we will seek to include the important and inspirational perspectives of young people, while providing them with opportunities for learning and development.

Over the next six months the National Collaborative will seek assistance in meaningfully integrating youth in the Collaborative's work. This involvement will span the entire National Collaborative, from youth membership on the Board of Directors, to youth participation in a youth advisory council to the national office, to the active involvement of youth in several of our collaboratives.

Other Sectors

National Collaborative Board members also feel very strongly about integrating the faith community and the corporate sector in our national work. Initial conversations between Board members, staff and friends in each of these sectors occurred over the past six months. These discussions will continue and the Collaborative expects to take concrete actions in engaging these important sectors in our work throughout the implementation period.

The National Evaluation

Over the past year, Dr. Debra Rog of the Vanderbilt Institute for Public Policy Studies/ Center for Mental Health has engaged in a year long study of the National Funding Collaborative on Violence Prevention. This evaluation which will chronicle the history of the National Collaborative, examine decision-making procedures and their impact on the local collaboratives, and compare the experience of the National Collaborative with similar funding collaboratives will be completed in September of this year. Already, preliminary findings of the study have proven useful to national office staff and have supported some of the lessons learned during the planning period.

The Local Collaboratives

Moving to Implementation

In March, local collaboratives were given final guidelines for implementation which outlined the criteria by which their implementation plans and their collaboratives would be judged by the National Collaborative Board. During the summer, the National Collaborative Board and staff will review implementation plans and visit all twelve sites to assess their readiness and ability to move to the next level. They will be evaluated on a number of

criteria, including status of their collaborative, the planning process, the local evaluation plan, and ability to sustain the effort beyond the grant period.

Local collaboratives will receive visits from at least two reviewers--one Board member and one staff person--and their plans will be read by five reviewers. Collaboratives who are judged ready to implement will be awarded the initial installment of their implementation grant in September. They will be expected to have completed their match by the release of the final payment for the first year in March.

Technical Assistance

Based upon assessment by national office staff, the discussions with project coordinators, community foundation representatives and experts in technical assistance, the national office developed a new plan for providing technical assistance which was approved by the National Board for use during the implementation phase. The program includes four basic components:

1. Assessment and development of site specific technical assistance plans--

One of the major complaints this year was that TA providers did not really get to know or understand site issues, and sites did not understand what kinds of assistance they might be able to get. To remedy this, the sites will undergo several steps in conducting a self-assessment and translating this assessment into a technical assistance plan.

2. Bank of National Resources-- The national office is developing a list of appropriate national providers. To make use of economies of scale, in cases where it is clear that most or all of the sites will be interested in a given content area, the national office will contract for base services. In other areas, the names will be made available to local collaboratives on their request, and the services will be compensated through the national office.

National office staff will complete a list of names in various content categories, establish credentials and review references, and develop a structure for the bank. Potential categories will include collaborative development, partnering with youth, and media advocacy. National resources will also participate in more formal topical training programs and symposia.

3. Local Technical Assistance-- Local collaboratives suggested that they might be able to find local providers who could assist in sustaining and nurturing their collaborative. They thought this task could be accomplished by facilitators who could usually be found locally. This would allow them to use the person whenever they needed them, to choose someone familiar with the community and its dynamics, and it would allow the person to develop an ongoing relationship with the collaborative. This information was used to shape plans for national technical assistance during implementation (see Future Activities -- Technical Assistance). Each site will be allocated \$10,000 per year to procure the services of a local facilitator to assist them with meeting convening, strategic planning, and critical thinking; Local facilitators can play several different roles: thoughtful colleague, neutral facilitator, critical thinker, expert presenter, and expert consultant.

The national office staff will develop a list of qualified local facilitators. Local collaboratives can either choose from the list, or find their own providers. If they do not feel they need to enlist the services of a local facilitator, collaboratives may use their funds to purchase local technical assistance consistent with their expressed TA needs.

4. Conferences and Meetings-- The sites have expressed a strong interest in having continued opportunities to meet and exchange ideas. A reconfigured set of meetings will include a national conference and two to three topical workshops. The slate of meetings and conferences should achieve the following goals:

- **Provide opportunities for connecting.** National conferences provide opportunities for many types of connection: sites with sites, sites with the National Collaborative members, Board members and sites with mission. All of these connections are important in maintaining the momentum of a national initiative and in fostering a violence prevention movement.
- **Support mutual learning.** The sites have all stressed that during the meetings and conferences they have learned the most from each other. The project directors were unanimous in saying the project director's support session was the most useful session in the last conference. Sites have even suggested that they be presenters for concurrent sessions.
- **Insure concrete skill building.** All of the sites have looked to the meetings and conferences to provide them with real and "concrete" skills. This skill building has been provided both by internal and external resources.

- **Provide inspiration and motivation.** Well-chosen plenary speakers can be invaluable in raising the spirits of those undertaking this often difficult and frustrating work.

The Cross Site Evaluation

Over the year, COSMOS has completed its cross-site evaluation design for the implementation period. The design is distinguished by its multiple levels and by the interrelationship between the cross-site and local evaluations. In each site the cross-site evaluator and local evaluator are negotiating a relationship that will be mutually beneficial and produce the greatest breadth and richness of evaluations.

The proposed cross-site strategy is divided into four levels:

- 1) The community-wide level -- What are the violence trends in the 12 communities?
- 2) The collaborative level -- How is the collaborative process working?
- 3) The target area or population level -- What are the violence trends among the specific geographic areas or population groups targeted by the collaborative? In particular, what is the context in which the activity is occurring?
- 4) The prevention activity -- What are the outcomes from the individual prevention activity?

The sites have selected local evaluators to conduct process and outcome evaluations of their initiatives. Local collaboratives have chosen high caliber evaluators, most of whom are academics. This has been important at two levels. First, the collaboratives are more assured of sound local evaluations. In fact, in some cases the local evaluators are even contributing to the development of well-targeted strategies because they are helping the sites clarify the outcomes they are hoping to achieve. Second, the choice of experienced and professional evaluators is enriching the cross-site evaluation. The cross site team expects to share data collection tasks with the local evaluators. Having seasoned local evaluators creates a professional dialogue between them in which there is mutual respect peppered with challenging questions.

CONCLUSION

The planning year has yielded many important lessons about collaboration building and supported the lessons learned from other violence prevention initiatives. We know that collaboration building is a difficult process and one that will continue to occur throughout the life of this initiative. We know that while local control works, it works best within a supportive environment and within the context of well-articulated, but flexible guidelines. We also know that local communities are ready and willing to rise to the challenge of determining their own paths to effect solutions to some of their more pressing social concerns.

We remain excited by the work that has been done by our local collaboratives and by the successes and lessons they will continue to provide to the field of violence prevention.

APPENDICES

Appendix A:

BUDGET

National Fund Collaborative on Violence Prevention, Inc.
Income Statement
 Budget vs Actual

	1996 Budget	1996 Actual-6Mos.	1997 Budget	1998 Budget	REVISED BUDGET 1994 - 1998	
REVENUE:						
Foundation Grants	\$910,000.00	\$475,000.00	\$270,000.00	\$0.00	\$3,242,000.00	
Corporate Grants					\$10,000.00	
Federal Grants	\$1,000,000.00	\$378,714.00			\$2,000,000.00	
Interest Income	\$5,000.00	\$2,404.51	\$5,000.00	\$5,000.00	\$22,733.89	
Other Income					\$1,449.83	
TOTAL REVENUE	\$1,915,000.00	\$856,118.51	\$275,000.00	\$5,000.00	\$5,276,183.72	
PROGRAM EXPENSES:						
OPERATIONAL GRANTS						
Planning Grants		(\$15,182.61)			\$900,000.00	
Implementation Grants	\$855,355.00		\$1,710,710.00	\$855,355.00	\$3,421,420.00	
Subtotal-OPERATIONAL	\$855,355.00	(\$15,182.61)	\$1,710,710.00	\$855,355.00	\$4,321,420.00	
TECHNICAL ASSISTANCE						
National Technical Assistance	\$140,000.00	\$90,000.00	\$200,000.00	\$60,000.00	\$520,000.00	
Local Collaborative Capacity Building (HUD)	\$165,044.00	\$74,938.00			\$180,000.00	
Direct T/A Grants to Sites	\$120,000.00	\$25,000.00	\$120,000.00	\$60,000.00	\$300,000.00	
National Conference	\$116,450.47	\$117,882.56	\$100,000.00		\$325,491.82	
Cluster Meetings	\$64,000.00	\$13,721.18	\$64,000.00	\$44,000.00	\$200,629.10	
Subtotal-TECHNICAL ASSISTANCE	\$605,494.47	\$321,541.74	\$484,000.00	\$164,000.00	\$1,526,120.92	
EVALUATION						
National Evaluation	\$52,000.00	\$34,840.00	\$52,000.00	\$34,840.00	\$156,000.00	
Cross Site Evaluation	\$250,333.00	\$67,333.00	\$534,000.00	\$333,000.00	\$1,249,999.67	
Subtotal-EVALUATION	\$302,333.00	\$102,173.00	\$586,000.00	\$367,840.00	\$1,405,999.67	
NATIONAL VIOLENCE PREVENTION CAMPAIGN						
National Opportunity Pool	\$200,000.00		\$100,000.00	\$100,000.00	\$400,000.00	
Public Education & Communication	\$75,000.00	\$20,107.85	\$100,000.00	\$100,000.00	\$275,175.00	
Other Campaigns		\$999.33			\$0.00	
Subtotal-CAMPAIGN	\$275,000.00	\$21,107.18	\$200,000.00	\$200,000.00	\$675,175.00	
ADMINISTRATIVE & GOVERNANCE EXPENSES:						
Payroll & Related Expenses	\$246,772.78	\$115,658.44	\$257,171.77	\$128,585.59	\$727,974.21	
Consulting/Professional Fees	\$65,000.00	\$5,284.82	\$65,000.00	\$15,000.00	\$409,095.70	
Office & Equipment Rents	\$31,398.60	\$15,462.13	\$32,645.20	\$16,322.60	\$95,372.51	
General Office Related Expenses	\$20,791.56	\$21,726.93	\$20,791.56	\$10,395.78	\$94,232.92	
Staff Travel Expenses	\$30,000.00	\$15,375.73	\$30,000.00	\$5,000.00	\$132,151.52	
Steering Committee Expenses	\$30,000.00	\$9,489.00	\$30,000.00	\$10,000.00	\$99,737.76	
FASB #116-Discount on A/R					\$25,094.50	
Administrative Fee - TIDES FOUNDATION	\$68,179.28	\$68,262.00	\$0.00	\$0.00	\$166,552.93	
General Administrative Fees		\$4,677.97			\$0.00	
Depreciation	\$8,892.00	\$4,451.10	\$8,892.00	\$4,446.00	\$25,188.78	
Subtotal-ADMIN & GOVERNANCE	\$499,034.22	\$258,388.12	\$444,500.53	\$189,749.97	\$1,775,400.83	
TOTAL EXPENSES	\$2,537,216.69	\$688,027.43	\$3,425,210.53	\$1,776,944.97	\$9,704,116.42	
NET INCOME	(\$622,216.69)	\$168,091.08	(\$3,150,210.53)	(\$1,771,944.97)	(\$4,427,932.70)	\$0.00
ENDING FUND BALANCE	\$494,222.80		(\$2,655,987.73)	(\$4,427,932.70)	(\$4,427,932.70)	\$0.00

Appendix B:

BOARD MEMBERSHIP

NATIONAL FUNDING COLLABORATIVE ON VIOLENCE PREVENTION
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Appendix C:

COMMITTEE DESCRIPTIONS

COMMITTEE DESCRIPTIONS

Executive Committee

The purpose of the Executive Committee is to hire and monitor the performance of the Executive Director and oversee the operation of the National Office.

Areas of committee oversight include hiring, supervising and conducting annual performance evaluation of the Executive Director; reviewing proposed NFCVP workplan and make recommendations to the Board at meeting; calling semi-annual board meetings; reviewing information and materials and act as a resource to the NFCVP Executive Director related to administration, personnel and contracts and grants management; and representing the NFCVP at appropriate meetings, committees, conferences and related activities.

The Executive Committee is a standing committee of the Board and consists of the co-chairs of the Board and of the other subcommittees (must be members who hold no conflict of interest).

Fundraising And Finance Committee

The purpose of the Working Committee on finance and fundraising is to monitor the financial status, to coordinate a fundraising strategy and to ensure that the financial operations of NFCVP meet applicable laws and policies.

Areas of committee oversight include: working with the Executive Director to oversee and develop the operating budget for the National Collaborative; ensuring that the financial resources of the National Collaborative are appropriately distributed between national and local efforts; overseeing the annual audit and investment of NFCVP resources; developing and recommending fundraising strategy for the National Collaborative to the Board; and monitoring the progress of fundraising strategy.

The Finance and Fundraising Committee is a standing committee of the Board and consists of the co-chairs--who are also members of the Management Committee--and Board and non-Board member experts. One member of the Committee will be appointed as Treasurer.

Committee On Program Development And Policy

The purpose of the Working Committee on Program Development and Policy is to ensure that the mission, goals and objectives of the National Funding Collaborative is realized through its work at the national and local level.

Areas of committee oversight include: working with the Executive Director to oversee the development of the local collaboratives; overseeing the selection process of local collaboratives for implementation grants; monitoring issues regarding continued participation of the local collaboratives in the national effort; making programmatic recommendations to the Board regarding issues that affect local collaboratives collectively; ensuring that the implementation of the local and national efforts are consistent with the vision established by the Board; ensures that the national vision is consistent with the needs of the local collaboratives; and making policy recommendations to the Board regarding program development and direction.

The Program Development and Policy Committee is a standing committee of the Board and consists of the co-chairs--who are also members of the Management Committee--and Board and non-Board member experts.

Evaluation And Technical Assistance Committee

The purpose of the Evaluation /Technical Assistance Committee of the NFCVP is to assist in selecting, designing, commissioning, and monitoring technical assistance and evaluation activities that the NFCVP and its contractors undertake as part of its workplan. The committee performs its work by reviewing proposed evaluation methods and products and recommending the proper course of action to the NFCVP.

Areas of committee oversight include: providing an organizational history of the NFCVP by documenting the development of its governance structure and decision making process; providing context for the added-value of a funding collaborative by comparing the NFCVP to other funding sources; documenting the planning phase; providing evaluation technical assistance to the sites; developing an evaluation design for the implementation phase; evaluating the twelve sites using a design that incorporates the individual evaluations being conducted at each site, as well as cross-site data collections strategies allowing some comparative analysis; if possible, conduct a smaller, more rigorous evaluation in one or more sites whose strategies lend themselves to a quasi-experimental design, a longitudinal public attitude survey or an ethnographic study; and providing technical assistance tailored to the needs and interests of individuals or groups of representatives from the sites.

A NFCVP Board member must chair the committee, and the NFCVP Board must be in the majority of the members. The committee will then be opened to non-board members having expertise on evaluation and program development.

Public Education And Communications Committee

The purpose of the Working Committee on Public Education and Communication is to ensure that messages and lessons of the collaborative are communicated to a broad audience and that the Collaborative serves as an effective advocator for violence prevention at the local and national levels.

Areas of committee oversight include: working with the Executive Director to oversee the development and implementation of a strategic plan for public education and communication; overseeing the funds in the National Opportunity Pool and develops strategies for using the Pool as a mechanism to stimulate the development of a national violence prevention movement; and making budget recommendations to the Board.

The Program Development and Policy Committee is a standing committee of the Board and consists of the co-chairs--who are also members of the Management Committee--and Board and non-Board member experts.

Nominating Committee

The purpose of the Nominating Committee is to develop and implement a mechanism for the recruitment of members to the Board of Director of the National Funding Collaborative on Violence Prevention. The Committee develops a slate of prospective members for approval by the Board and provides orientation for new members.

Areas of committee oversight include: developing Board membership criteria and conducts ongoing review of membership for recruitment purposes; developing slate of members to establish Board; making reports and prepares recommendations to Board on membership recruitment activities; recommending potential new Board members and assists Executive Director in recruiting new members; developing orientation procedures for new Board members; working with Executive Director to provide orientation to new Board members; making presentations about the NFCVP at various meetings when appropriate.

The Nominating Committee is a standing committee of the Board and consists of members only. It consists of 5 members, including the co-chairs of the Board who also serve as co-chairs of the Nominating Committee. Members are appointed by the co-chairs of the Board. The Executive Director serves as an ex officio member of the Nominating Committee.

Appendix D:

CONFERENCE REPORT

by

JACK BEATTY

ANNUAL COFERENCE REPORT

by Jack Beatty

February Conference in New Orleans

"Preventing Violence: Creating Positive Visions for Our Communities." In retrospect, the colon between those two halves of the rubric for the February conference in New Orleans meant more than colons usually do in so far as it conveyed the idea that creating positive visions for communities is *a way* to prevent violence. In meetings, in conversations, in prepared speeches and impromptu eloquence, and finally in a gripping live performance, the connection between the health of a community and its capacity to resist violence was driven home. That sounds simple, doable--cure the community and violence will stop; but it's not. History, culture, economics, politics, racism--these forces are beyond the control of any community, no matter how healthy. Yet, as speakers from the twelve selected sites acknowledged, whatever the causes of violence, communities and neighborhoods are where violence happens and where it must be prevented. Seen against the backdrop of congressional efforts to repeal the ban on assault weapons, the twelve sites look like quixotic experiments conducted in an hostile environment. The wonder isn't whether they will work, but that they are happening at all.

Held over two days in early February at the Westin Canal Place Hotel in New Orleans, the conference featured five major speakers, fifteen "break-out" sessions, a two hour "Vision Report" (in which each of the sites had to look into its collective soul and report its findings), a 90 minute Theater-in-the-Round session led by Jack Calhoun, Executive Director of the National Crime Prevention Council; featured, too, working breakfasts, working coffee breaks, working lunches, and working dinners, and a live nearly two hour audience participation performance by a professional theater company.

Topics spoken about included Demystifying Evaluation, Preventing Family Violence, Partnering with Youth, Community Policing, Building Agendas, and Public Policy Strategies, among others.

Speakers included Linda Bowen, the Executive Director of the National Funding Collaborative on Violence Prevention, Luba Lynch, Co-Chair of the National Steering Committee, David Nee, the other Co-Chair, Nancy Gist, the Director of the Bureau of Justice Assistance at the U. S. Department of Justice, Lawanda Jones, the 1994 Recipient of the National Youth of the Year of the Boy and Girls Clubs, George Albee, psychologist and Professor Emeritus at the University of Vermont, Sonia Chessen, Associate Director of the NFCVP, Fred Smith, Assistant Minister, Big Bethel AME Church, Deane Calhoun, Executive Director of Youth

ALIVE!, Randi McCray, Representative of S. A. F. E. Haven Collaborative, Vivian Chavez, PhD Candidate, UC Berkeley, and Nita Carter of the National Resource Center on Domestic Violence.

Scenes From the Conference

A Pre-conference Session for Project Coordinators chaired by Larry Cohen, Director of the center for Injury and Violence Prevention at Education Development Center, Inc. (EDC)

The sense of mutuality, of sharing in a common unifying enterprise, the wish to absorb information, was palpable around the table. Speaking, one sensed, for all the participants, was this Coordinator: "Basically, I'm here to learn as much as I can about everything."

A representative of another site made a point others strongly agreed with when she spoke of the difficulties of creating a "collaborative infrastructure" in the context of a "dysfunctional public sector."

"Do we tend to see people as the problem? Are we participating in a 'villainization of young people'?" So asked one participant as the conversation seemed to him in danger of stigmatizing youth. This phrase would recur several times during the conference. It showed a sensitivity toward seeing children whole-- and not just as victims or victimizers. "Young people are not just problems", another participant said, "but resources."

One speaker voiced a shared frustration with being asked to deliver real change NOW. There was a perhaps irresolvable tension between the demands of the planning phase of her project and the demands from people in the neighborhood threatened with violence daily. "You almost have to prove yourself..." by preventing today's violence even as you make plans to prevent tomorrow's. "We feel we have to show people that we're not just all talk." You could almost hear a collective, "Amen!" to that.

Participants stated that it was difficult enough moving from an intervention model--call the cops!--to a prevention model. Guiding "the folk" through this transition was something else again. Other topics explored in this session: dealing with the police, the violence-hungry media, and gangs.

Voices from the Foundation Representatives Roundtable (--or How I Learned to Stop Worrying and Love the Match)

The "Match" (, of course,) refers to the funds the projects must come up with as a condition of receiving matching grants from the Collaborative. The \$2 to \$1 ratio was proving a real strain, people said.

"What happens if we fall short?"

"Suppose we only get small patches of money--and can't make the match. Will the NFCVP help us to raise more?"

"Will the National Collaborative take into account that some communities are not as robust philanthropically as others?"

"What kind of a burden was the match putting on community organizations?"

"What about 'collaborative fatigue'?"

"On the one hand, the Feds are cutting their support for us, while on the other, we are expected to raise 'the match'."

"Would the NFCVP accept 'in-kind' contributions to the match--instead of cash?"

The examples could be multiplied.

Sometimes, one said, raising money can be very important as an organizational mechanism. In other words, there was more to fundraising than just trolling for cash.

Linda Bowen indicated that the National Collaborative would work with each site over match issues and attempt to continue its policy of flexibility and responsiveness to site issues. Some in-kind matches would be allowed if they are supportive of the work of the local collaborative.

"Money is a lot more than money," David said to vigorous nods of assent, "isn't it?" The match, he went on, should be seen as "a challenge, not an accident." Rising to that challenge was, well, challenging.

Voices From the Conference Opening held that evening.

Addressing a ballroom full of attendees, Luba Lynch gave the whole conference a fitting description as she invited the assembled to join her in a "journey of exploration."

Linda Bowen introduced Nancy Gist, of the Justice Department. Director Gist gave the first of many statistics: in 1994 3 million children were abused--2,000 of them to death. These children will be tomorrow's teenagers. She quoted President Clinton: "We can't jail our way out of this problem."

Gist shared some positive numbers: Houston's homicide level was down 50% over the 90's, New Orleans' down %75, New York's 40%. And she hailed the neighborhood focus of the Collaborative. "Shoe leather social work", she said, was among the most promising agents of violence prevention.

Lawanda Jones, 1994 recipient of the National Youth of the Year of the Boy's and Girl's Clubs, spoke next. She urged the conference to listen to "youth" who had everything to teach us about peer pressure, the culture of intimidation, and the necessity of having options to violence. "We can't let the younger generation inherit chaos", she eloquently said. "Each death of a person is the death of a possibility."

Professor George Albee followed her. His 40 minute lecture outlined the public health model of violence prevention. "No mass disorder of humankind has ever been eliminated or brought under control by attempts at treatment of the affected individuals", he summed up the wisdom of his field," or by training large numbers of individual practitioners." B. F. Skinner had it right: "You can't save the world one person at a time."

There were, he said, three strategies of prevention:
--identify the noxious agent
-- strengthen the resistance of the host
--prevent transmission

The English doctor John Snow, faced with a cholera epidemic being spread by contaminated water, tore the handle off the village well. "It was the most famous accomplishment in the history of public health", Albee said.

Thursday

Welcome Plenary

David Nee walked the audience through the NFCVP's "Draft Statement of Beliefs," the last sentence of which reads "the development of successful strategies at the local and national levels will be informed by evaluation." Nee then strove to take the terror out of "evaluation". The evaluation team, which was in the process of visiting each site and identifying promise and progress, should not be thought of as an umpire "calling balls and strikes", but as an instrument for "mutual learning."

Racism was introduced into the conversation by a question from the floor: shouldn't the word "racism" be included somewhere in the statement of beliefs? Others from the audience spoke up. Isn't "racism" a prime cause of urban violence? Doesn't this question have to be confronted openly? "Racism affects the reality", someone said, to applause. Racism is not just prejudice, she added, but a "system" that limits what communities of color can do to heal themselves. There was sentiment among the site representatives to examine the role racism, past and present, plays in violence.

Nee said that the problem of racism was not an easy one for our society. In developing their concept paper, Steering Committee members had struggled mightily with how to include racism and other bias related themes in the statement. They all recognized that this issue would re-emerge. "We will look again at racism", he said, and added "with a bias toward action."

Calhoun, the Thespian

It was time for "Theater-in-the-Round" led by Jack Calhoun. He began by saluting what the sites were doing, calling it "the noblest work in the country."

And work very much against the climate of opinion. By 2002, to take one of the several such examples he gave, California would be devoting 18% of its budget to prisons and only 1% to education. This was "massively nuts."

A recent Harris Poll, however, gave Calhoun a new lease on hope. The poll showed that 90% of American young people wanted to be involved in the noble work of preventing violence. "We welcome you", he said to such kids. "We need you."

Then began a moving 90 minute series of comments from site representatives followed by questions from the audience.

The subject was violence. Jack Calhoun asked, "What is giving us hope?" "Babies", said one woman. "This meeting", said a voice. "People who don't throw in the towel." "My 19 year old daughter in college gives me hope." "The extraordinary

commitment in this room gives me hope." "What gives me hope is seeing young people being transformed." "When I see kids believe in themselves." "I've been told, 'You can't! You can't! You Can't!'. Now, through the power of the collaborative, I want to say, 'We can! We can! We can!'"

Partnering with Youth

Led by John Bess, a member of the NFCVP steering committee and an effective communicator with youth, this session allowed the younger members of the site delegations to speak up

Bess began by asking the young people how they came to be involved in violence prevention--and specifically, how they joined the collaborative.

One young man from New Orleans told how he created posters saying the black-on-black violence is "leading to a world without color." He visits schools "encouraging younger kids to lead peaceful live."

A young man from Minneapolis told of the immense difference attending the Malcolm X School had made to him.

A young man from Washington D. C. said that seeing a friend shot made him embrace the cause of violence prevention.

Another said that he had lost 20 friends and 5 cousins to gun violence.

Another said that he had seen gang members shoot up the casket of a dead child.

A young man from New Orleans said, " My life was lived to be told to other people so they can live their lives better." An adopted child, his mother put him out on the city streets when he was nine. He told of beatings, shootings, and the ever-building anger experiencing such violence made him feel.

After he finished John Bess said something wonderful. He had met Nelson Mandela, he said, and he had met this young man, and now he could say that he had met two great men.

Other concurrent sessions were exploring such topics as Community Policing, Building Agendas, and Efficient Collaboratives. But those who attended this Partnering with Youth session had the most moving experience of the conference.

Friday

Friday brought more concurrent sessions, more working lunches, more words--and, fittingly, more emotion. BLOOD(Our Voices Tell the Story), a New Orleans street theater group, gave a two hour descent into the hell of urban violence that ended in something like redemption. Powerful, moving, at times unbearably grim, the performance was superb. Ending the conference with it was an inspiration.

Appendix E:

SITE PREVIEWS

A Preview of Implementation Plans

The National Collaborative has begun its review of the local collaboratives' implementation plans. Final site selection decisions will be made by mid-October. Following are synopses of a few of the plans that were submitted during July and August. Please note that the inclusion of plans in this report does not indicate whether a site will be accepted for implementation.

MINNEAPOLIS, MN

The Alternatives to Violence Coalition (AVCO) began as a partnership between the Minneapolis Foundation, Hennepin County and Twin Cities Public Television, and the Initiative for Violence Free Families. In a city of many collaboratives and violence prevention activities, AVCO's goal was to develop an initiative that would facilitate communication between existing endeavors, while educating the public on issues around violence.

The founding partners of AVCO have since been joined by 35 other groups or individuals who are serving on three work groups, each focused on one of AVCO's main objectives. AVCO's objectives are to 1) produce televised community celebrations of successful citizen violence prevention efforts; 2) use research to inform program and policy choices; and 3) link with others to work toward more coherent, community wide strategies for violence prevention.

NEW ORLEANS, LA

The Crescent City Peace Alliance (CCPA) was born when several organizations, including the Greater New Orleans Foundation and the Institute for Mental Hygiene, decided they had to address the high level of violence plaguing New Orleans. The collaborative, which believes that all sectors of the community must be involved in violence prevention, has recruited representatives from health and social services, non-profits, businesses, municipal officials, federal agencies, colleges and universities, the local media, a citywide tenant organization, the police department, school administration and governing board, and foundations. In addition, they have made sure to include youth groups, congregations, and organizations representing victims of violence. The collaborative now numbers 60 members.

The CCPA strategy evolved from a plan to take the conversation to the neighborhood level to talk with people about creating safety in their neighborhoods. Over the planning year CCPA sponsored such conversations in many neighborhoods, and then selected three partnership sites and four support sites for more in depth work. Each of the partnership neighborhoods is developing its own strategies, based on the needs identified by community members. Thus far, the neighborhoods are addressing the improvement of blighted housing; police and community relations; social and cultural development; jobs and economic development; and youth, family and church involvement. In addition to its work at the neighborhood level, the CCPA will continue to sponsor citywide activities such as the annual Safe City Day.

NEW YORK, NY

The Fountain for Youth, a collaboration of youth serving agencies, was convened to foster a youth movement in New York City. Members of these agencies felt that while good services existed, a lack of coordination and organization reduced the breadth and depth of their impact. The Fountain intends to strengthen the capacity of the existing organizations to better reach out and empower youth and communities, and engage them in the process of building communities that are free of violence.

To achieve its objectives, the Fountain for Youth plans to conduct three primary prevention activities. First, a Leadership Development Institute will seek out and train youth leaders and youth workers; provide a range of information on violence prevention; and be a resource center and support network for those who are interested in developing positive responses to youth and the communities they live in. Second, a Public Information Campaign will attempt to change attitudes about youth and increase the amount of positive information that is available to the media and the community. And finally, a Membership Coalition of agencies, churches, businesses, the media, housing authority tenants, community residents, and youth will ask its members to make a commitment to work toward positive change in their communities and in their city.

SANTA BARBARA, CA

The Pro-Youth Coalition evolved as a response to a rise in gang violence in South Santa Barbara County. The Santa Barbara Foundation joined forces with an existing gang task force to recruit members of community agencies, law enforcement, the courts, religious community, school systems, public health and public housing. Pro-Youth members came together to develop a strategy not only to stem the violence being committed by gang members, but also to find ways of keeping young people from ever getting involved in gangs.

Four active task forces -- School-based Prevention, Community-based Prevention, Juvenile Justice, and Public Policy and Public Awareness -- developed a comprehensive approach to reducing youth gang violence. The Coalition has proposed a multi-tiered strategy that addresses the problem in three domains: the family domain, the school domain and the individual domain. With the goal of preventing gang enrollment, they will provide youth ages 10-14 with family and educational support, as well as mentoring programs. To minimize the violent activity of gang-involved youth, they will develop a youth collaborative, conduct multi-party gang mediation and provide some pre-employment life skills training.

SPARTANBURG, SC

Stop the Violence came into existence when a respected African American community leader was shot and killed. The Spartanburg County Consensus Project, along with the Spartanburg County Foundation, took the lead in bringing together representatives from the schools, the city, the county, law enforcement, the department of recreation, and the housing authority, among others, to address the issue of violence. The collaborative chose to focus its efforts in two communities (Una and Northside) that were already being served by community-oriented policing, had ample meeting facilities, and had willing collaborative partners.

Having selected the communities, the collaborative held numerous community meetings to elicit residents' ideas, and then later to prioritize their responses. Each of the communities developed different overall strategies. In Una, believing that poor housing conditions are breeding violence, residents have chosen to focus on improving the housing stock. Their strategies will include a partnership with Habitat for Humanity to build more housing, neighborhood beautification projects, and ensuring the enforcement of housing codes. In Northside, community members have identified the need to improve the involvement of residents in planning for themselves and their youth. Strategies will be focused on community organizing, adult skill building, and providing educational and social activities for young people.



NOTE: This is the FINAL REPORT for grants expiring in 1996.

NATIONAL
FUNDING
COLLABORATIVE
ON VIOLENCE
PREVENTION

READINESS FOR IMPLEMENTATION

Annual Progress Report to Funders

ANNUAL REPORT

January 1 – December 31, 1996

I. INTRODUCTION

This reporting period saw the National Funding Collaborative on Violence Prevention and its local collaboratives engaged in a variety of activities. Local collaboratives put the final touches on their implementation plans prior to submission and prepared for implementation reviews. They also began their work to secure the matching portion of their implementation grants. The National Collaborative Board of Directors made important decisions regarding the cross site and national evaluations and the future of the National Collaborative. Board members also began to explore the role of the media in framing violence issues and the extent to which the public is ready to hear a progressive message about violence prevention.

II. THE LOCAL COLLABORATIVES

Implementation review visits topped the activity list for local collaboratives from July through October. An implementation review team composed of board members, non-board committee members, and national office staff reviewed plans and made visits to eleven sites. (The twelfth site, San Antonio, was eliminated from the process after its collaborative dissolved during the planning year.) Site visitors spent 1-1/2 days visiting with collaborative members, listening to implementation plans, offering advice in finalizing strategies and activities, and assessing readiness for implementation. Each implementation plan was reviewed by 5 readers, including site visitors. Site visitor and reviewer assessments were tabulated and presented to the board's executive committee for final grant decisions. All eleven sites were granted implementation awards, although three of the sites were asked to submit additional information about their plan prior to the grant award. Fact sheets describing the collaboratives are attached in the Appendix.

A. The Planning Phase -- Important Steps

The collaborative building process is imperfect, involving the ability to understand when to make shifts and changes and when to stay the course. Our local collaboratives demonstrated that they could learn and build on past mistakes while keeping focused on the bigger picture. Local collaboratives may not have recognized it at the time, but they did many things right during the planning phase. As they evolved, local collaboratives went through a number of important steps which served to build, connect and cement collaborative relationships. While the steps were not necessarily smooth, we found that most collaboratives spent some time at each of these phases. We also noted that because of site diversity, their experience at each phase was different, although for the most part, they ended up in the same place--with an established collaborative, tired, but ready to begin implementation.

Building the Right Collaborative -- Acknowledging the Need to Change

The collaboratives that will implement violence prevention plans are not necessarily the ones that began the planning process. Changes in violence issues, the need to incorporate important voices in violence prevention, or the need to reach consensus on vision and mission issues often changed the composition of local collaboratives. This sometimes happened after a collaborative had already established its vision and formed its partnership. Often, larger community forces were at play when a collaborative needed to change membership, as earlier movers and shakers found it made sense to make way for a new wave of collaborators. Our collaboratives in Minneapolis, Flint and Rockford all experienced growth in, and/or restructuring of, their collaboratives during the planning phase.

Alternatives to Violence Coalition (AVCO) Minneapolis, MN

AVCO was originally conceived as a partnership between the Minneapolis Foundation, the Hennepin County Violence Prevention Collaborative, Twin Cities Public Television (KCTA), and the Initiative for Violence Free Families. It hoped to serve a coordinating function for the many violence prevention collaboratives and initiatives that had arisen in Minneapolis in response to emerging class and racial tensions in the city. Its seven member partnership also hoped to develop a public education and media strategy to highlight violence issues and promote the work of community initiatives.

Midway through its planning process, the city was hit by a youth violence surge. AVCO was approached by the mayor's office for support in reaching out to the community for input on this

emerging problem. AVCO collaborated with the Mayor's office to host a community forum in which a broad base of community agencies and residents were invited to spend a whole day discussing the violence problem, its causes and possible solutions. AVCO's ability to bring organization and clarity to this forum gave it prominence and credibility during this important moment. A result of the meeting was increased interest in AVCO as a vehicle to understand and address youth violence issues. AVCO grew to more than 40 members, as community agencies and grassroots community members joined the partnership to work on identifying issues and developing solutions for youth violence and its root causes. These new members affirmed AVCO's original vision and goals, but also felt it could play an important role in coordinating existing resources in a variety of ways to respond to violence issues.

Neighborhood Violence Prevention Collaborative Flint, MI

The 38 civic, business and non-profit members of the Genesee County Violence Prevention Coalition convened to address community violence issues. For three years the Coalition had developed and monitored community based initiatives to stem the rising tides of violence that had erupted in Flint following the massive decline of the automobile industry and its devastating social and economic effects. As it sought to include community voice during planning, Coalition members recognized the desire of community residents to develop and drive the violence prevention initiative. Seeing this as the ultimate fulfillment of their vision of community empowerment, they worked with neighborhood residents to form the Neighborhood Violence Prevention Collaborative. This new collaborative, composed of neighborhood representatives and young people, the chairs of the Genesee County Violence Prevention Coalition, and foundation representatives, was established to acknowledge the power of residents to make decisions about how resources are allocated in their own neighborhoods. This new structure, represented a paradigm shift in the approach to primary prevention in Flint -- from an emphasis on community agency determined and led efforts -- to a focus on empowering neighborhood residents to plan, contract and evaluate neighborhood-specific primary prevention activities.

Rockford Area Family Violence Prevention Collaborative (RAFVPC) Rockford, IL

The RAFVPC faced a myriad of violence problems. The Rockford area had the second highest rate of violence against women in Illinois (more than Chicago, a city nearly 30 times its size), child abuse had increased over the course of several years, and street and youth violence were consuming more and more of the media's coverage of local issues. The original collaborative members were greatly concerned with family violence, particularly domestic violence. Founding members of the RAFVPC included representatives from the county health department, the university hospital and members of the judicial system. They were particularly interested in applying a public health model to violence prevention and in examining family violence as the precursor of all violence affecting Rockford area residents.

Rockford's community assessment included town hall meetings, targeted focus groups, and interviews with grassroots community organizations and members. They found that while domestic violence was a serious issue, the Rockford community was greatly alarmed by increasing street violence and, particularly the involvement of youth in violent incidents. Feeling that these were important voices to be heard, the collaborative invited 35 community residents and organizations to assist them in developing a violence prevention plan for all of Rockford. These new members were included on already organized task forces. They affirmed the importance of the collaborative's

original vision, but felt it needed to be expanded to one which focused on the development of safe, diverse and inclusive communities. Subsequently, many of the task force members were incorporated into the Collaborative's steering committee.

In all three cases, collaboratives recognized the opportunities gained by changing the collaborative membership. In Minneapolis, this shift placed AVCO in a prime position to respond to emerging violence issues. New membership provided it with the means to develop responsive program and policy within the framework of its original vision. Its ability to do so lent credibility to the collaborative's contention that it could serve an organizing and education function for local initiatives. In Flint, the shift in collaborative membership signaled a budding interest in grassroots solutions to violence problems. It challenged community-based organizations and others to practice what they preached in terms of empowering communities, but also kept them connected in a mentoring role to new collaborative members. In Rockford, the collaborative recognized the power and opportunity presented by a new collaborative membership that included a broader cross section of the community. They also recognized the strength of creating the connection between a serious issue, family violence, and its implications for young children and adolescents.

Conducting the Community Assessment

Local collaboratives were required by the NFCVP to conduct a comprehensive assessment of community needs and resources. They were allowed to use and/or build upon existing assessments, but were also encouraged to think about non-traditional ways to learn about the needs and assets of communities most directly affected by violence. In response to this, most collaboratives used a combination of assessment measures. They capitalized upon available hard data, but contextualized it with formal or informal methods of listening to community residents. They found these direct contact sessions valuable in connecting with residents and gaining their interest, enthusiasm and involvement in collaborative efforts. East Tennessee, New Haven and Santa Barbara all conducted wide-reaching community assessments.

The East Tennessee Foundation Violence Prevention Collaborative Knoxville and Cocke County, TN

The East Tennessee Foundation Violence Prevention Collaborative implemented a comprehensive assessment process to ascertain the needs and resources in selected neighborhoods in Cocke County and Knoxville, and to guide the collaborative's determination of which neighborhoods might best support the work of the collaborative. The core of the assessment process was a "listening project", a method of community organizing developed by the Rural Voice for Southern Peace in North Carolina. It was designed to train community residents with the skills to listen to their neighbors and engage them in discussion around a community issue.

The collaborative used the listening project as a way to engage community residents in the mechanics of assessing their community and to empower them to effect solutions to violence prevention issue. It provided hands-on training, and at the same time, elicited information about the things that needed to be "listened" to in each community. In other words, collaborative members trained community residents to listen to their neighbors by listening to them first. A community questionnaire was developed during the training session. Using the questionnaire, adult and youth resident teams conducted door-to-door interviews with adult community residents. Youth were heard through an open invitation session in each neighborhood.

Listening project information was then analyzed alongside data from community meetings, community demographics information, a survey of service provider, and a formal community assessment which measured, among other things, satisfaction level with current services, and the community's willingness to participate in community building activities. The result of the analysis was the selection of two public housing communities in Knoxville and four neighborhoods in Cocke County, and the identification of three cross cutting issues in each area: youth development, strengthening of police/resident relationships, and community mobilizing to connect and empower residents.

S.A.F.E. Haven New Haven, CT

S.A.F.E. Haven is a youth led collaborative of representatives of twelve youth serving agencies in Greater New Haven. The collaborative instituted a formal assessment of its community through the administration of a questionnaire developed by collaborative members to youth and young adults in the region. The assessment served the dual purpose of providing the collaborative with community information and developing evaluation skills among collaborative members. Using youth as their key informant group, the collaborative was interested in learning what youth felt and thought about violence in their communities and the extent to which existing programs responded to youth needs and violence issues. S.A.F.E. Haven members surveyed 600 adolescents and young adults in schools and at a mall which was a popular hangout for youth and young adults. They also interviewed executive directors of youth serving agencies and key community spokespersons.

Results of the survey challenged some of the assumptions of collaborative members and affirmed others. They found to their surprise, that agency executive directors expressed eagerness to work with youth to develop responsive services. Another misperception was challenged when the assessment revealed that those youth engaged in services were pleased with program services and scope. Collaborative members did learn that many youth were unaware of or unable to connect with available services. They also learned that young people wanted an additional police presence in their communities. Finally, they found that youth had a very high level of exposure to violence and felt unsafe at home, in school and in their communities. Their assessment revealed a need for: 1) an organizing mechanism to allow young people to develop and explore solutions for their concerns, 2)

a refuge for many of the region's youth, and 3) an organizing agency to help existing groups to implement youth driven strategies for change and conduct outreach to vulnerable youth.

The Pro-Youth Coalition Santa Barbara, CA

An increase in gang activity and the National Collaborative's request for proposals converged in Santa Barbara at a time when the community foundation and other agencies were actively engaged in planning and program efforts to address burgeoning youth violence issues. The planning funds from NFCVP provided an already established gang task force with the opportunity to expand their ranks, continue their planning and implement their ideas. The task force recruited representatives from community-based agencies, law enforcement, the courts, the religious community, school systems, and public health and housing, and formed the Pro-Youth Coalition.

The Coalition cast a wide net to hear from different sectors of the community. They held youth forums in two communities, learning from over 150 youth and adults about their perceptions of youth violence in the community and ideas for strategies to prevent it. The forums were video-taped and aired on local television. Focus groups were held with Latino residents in two other communities. Additionally, the Coalition surveyed local violence prevention resources and received more than 230 responses. Finally, the Pro Youth Coalition established four working groups to explore specific areas of violence prevention. These groups -- School-based Prevention, Community-based Prevention, Juvenile Justice, and Public Policy and Public Awareness -- identified available existing resources and gaps in the service delivery system, issues which needed to be addressed, and key players who should be included in the solutions.

Each of the four working groups returned with proposed activities. In a massively thorough, painful, and creative synthesis process, the Coalition compiled the community assessment data and the working group recommendations. After numerous meetings, they were able to develop a comprehensive and cohesive gang violence prevention strategy which integrated many divergent voices and theoretical perspectives.

Community assessments provided collaborative members with new skills which often gave many their first taste of civic participation. In Knoxville, listeners were able to hear how their environment affected their neighbors. The listening process established bonds among people who had much in common but no history of connection. In New Haven, the involvement of collaborative members from beginning to the end of the collaborative process helped to demystify procedures which had often been conducted on youth by those outside their community. In Santa Barbara, the assessment involved a large number of people in a process of listening and synthesizing community and professional voice, standard research procedures, and literature reviews to develop a comprehensive strategy to support youth and their families.

Organizing and Involving the Grassroots Community

Violence is not an isolated phenomenon, rather it is a symptom of deeper community and societal issues. To truly prevent violence, our collaboratives told us, communities have to be rebuilt in places where they have been torn down and built afresh in places where they have never existed. Building community is a long term endeavor, but with violence as a vanguard issue, some local collaboratives made a good start. Organizing and involving community residents is hard work. It means establishing trusting relationships between outsiders and insiders and between insiders and insiders. It means organizing and involving citizens person by person and small group by small group. It means having the charisma and credibility to keep hope alive under very trying conditions. Although employing different methods, local collaboratives in New Orleans, Spartanburg, and Washington, were successful in organizing at the grassroots and greater community level.

The Crescent City Peace Alliance New Orleans, LA

Constantly besieged by violent episodes during the planning year, it became clear to the Crescent City Peace Alliance that its violence prevention focus needed to galvanize the entire city. In its broad form, the CCPA brings together a multisectoral, interdisciplinary group of actors from across the city, including members of local government agencies, the faith community, the philanthropic community, the social service community and the business community. Recognizing the great need for concerted effort, these groups readily came together, but also realized that there was a need to incorporate the “wisdom of the community” in the development of the collaborative and its violence prevention activities. The collaborative also saw itself as a vehicle to facilitate positive connection among the diversity of residents in New Orleans.

Seven neighborhoods were involved in providing information and insights into local violence issues. The community assessment process, implemented through individual meetings with neighborhood residents, community forums and town hall meetings, reached more than 1,000 people and allowed residents to define issues, prioritize neighborhood resources. Two neighborhoods emerged from this process as having an infrastructure of diversity, involved residents, responsive agencies and the will to engage in a long term process. The CCPA worked with the three neighborhoods to develop long and short term goals for violence prevention and develop resident task forces to accomplish these goals. The larger CCPA collaborative was then structured to include three members from each of the neighborhood collaboratives onto its executive committee, the policy making body for the total collaborative. In this way, the

“wisdom of the community” is used to define issues and develop solutions that affect them locally and to work with others in the city on more global issues.

Stop the Violence Collaboration Spartanburg, SC

The Stop the Violence Collaboration of the Spartanburg County Consensus Project was developed to reach into communities most directly affected by violence. Two communities, were selected for violence prevention by the collaborative following a formal assessment of community needs and resources across the county. Each community had strengths deemed essential by the collaborative to conduct violence prevention activities: common meeting places, the presence of involved community policing efforts, and businesses and other organizations willing to collaborate with community residents. Despite this neither community had a history of community organizing, and violence and related problems had eroded relationships among neighbors.

In its engagement of these communities, STV staff went door to door in each community, speaking to residents and informing them of the mission of the STV collaborative. Town hall meetings were held, as well as interviews and other contacts with community businesses and social service agencies. Most of these contacts were designed to provide a vehicle for social interaction among residents. Core groups of individuals emerged in both communities who were willing to work with STV staff to mobilize and organize other residents in their communities.

The Circle of Hope Washington, D.C.

The neighborhood strategy of the Circle of Hope collaborative engaged three communities in Washington DC: Anacostia; Columbia Heights and North Capitol. The neighborhoods were at different levels in community connectedness and violence experience. Anacostia, an African American community, was reeling from a high level of street violence involving youth and young adults and had seen once solid family structures deteriorate as the violence escalated. Columbia Heights, the most racially and ethnically diverse community in Washington, includes substantial populations of African Americans, Latinos and a growing population of Asians. Youth violence was the primary issue of concern for residents of this community. North Capitol, a primarily African-American community, also had a youth violence problem, but felt that the more pressing need for its community was economic development. High rates of unemployment among youth and young adults fostered the involvement of these populations in drug trafficking and violence.

The Circle of Hope entered into partnership with respected community based agencies addressing the identified violence issue in each community. These agencies then worked with COH staff members to organize interested residents into resident/agency collaboratives. The lead agency, with technical support from the COH staff, engaged community residents in assessment of their community and in identification of a violence issue and solution. The Anacostia community chose to focus on strengthening family bonds; Columbia Heights on promoting positive racial bonds among youth, and North Capitol on economic development and support of African American males.

Engaging grassroots participation in the planning phase was the first step in community building in each of these collaboratives. It was also for many of the

grassroots participants the first time they had participated in community decisionmaking processes and the first time they had been invited into the developmental stages of an initiative in their own communities. It allowed them the opportunity to connect with their neighbors and participate as stakeholders in an issue/initiative which directly affected them. The Crescent City Peace Alliance's focus on galvanizing the entire city and capturing the wisdom of those most directly affected by violence went a long way toward countering the natural skepticism that grass roots participants brought to the process. Inviting them to the larger collaborative decisionmaking table further cemented their confidence in the CCPA's sincerity in hearing their voices.

The two communities in Spartanburg had been historically ignored by greater city and county communities. They each had long term and severe violence and/or drug problems and disconnectedness and mistrust among community residents. Successful law enforcement efforts to bring safety to these communities had unwittingly reinforced the isolation among community residents, as people's awareness of violence problems was raised by the presence of police activity in the community. The Stop the Violence Collaboration encouraged people to come out of their locked homes and to begin to develop ties with their neighbors.

In Washington, the neighborhood process fed into the larger Circle of Hope process and worked through the remainder of the planning year on bridging barriers and strengthening relationships among the separate communities, identifying areas of common interest, and developing overarching strategies which would address violence issues and involve neighborhood collaboratives in peer support activities.

Mobilizing Decision-makers

Equally as important as involving grassroots residents and organizations in local collaborative work is the involvement of those who broker power and resources. The process of bringing decision-makers to the collaborative table can be difficult, as it means yielding authority and control over individual resources to an unknown and evolving force. It also means that

collaborative staff have to learn to efficiently manage the time and demands of very busy people. Ultimately, decision-makers came to the local collaborative table for the same reason as did others: their commitment to promoting peace and developing healthy communities. Our East Bay and New York collaboratives engaged very high level and high powered members in their respective collaborative processes.

The East Bay Public Safety Corridor Partnership Oakland, CA

The East Bay Public Safety Corridor Partnership emerged in response to the awakening reality of policy makers that violence did not respect jurisdictional boundaries. The Partnership is a collaboration among elected and appointed officials from 21 cities, 2 counties, 23 law enforcement agencies and 19 school districts along the I-80 corridor in northwestern California. It was established to enable communities to work together and communicate better across boundaries, to share information about good programs, and to pool resources and apply jointly for funding. Forming an effective partnership meant that members had to develop consistent laws and policies and be willing to support the efforts of one another during the implementation of their activities. Funding from the NFCVP helped the Partnership to pull together its governance structure, conduct its community assessment and develop strategies to involve the community in their work.

The Fountain For Youth New York, NY

Equally effective in uniting power brokers, the Fountain for Youth in New York City built upon a concept which had been envisioned by several of the city's youth development experts. The challenge for the Fountain during the planning year was to pull these experts together during a time when a drastic reduction in prevention services to youth programs and an increase in youth violence threatened the city's decade long progress in providing youth development services. While juggling demanding work schedules and national demands on their time, Fountain members committed themselves to developing an infrastructure of support for youth and youth workers in all of New York City. They created a bold vision for the Fountain which was intended to reach all of New York's five boroughs. It would be an organizing force for the wealth of youth leadership in the city. It would connect and transfer the experience and wisdom of more seasoned organizations to those of budding agencies through the development and wide dispersal of youth development curricula and through sharing staff and other resources. It would become a forum for the training of youth workers and for the development of youth leaders. Finally, the Fountain For Youth would become a force for a youth movement which would unite the entire city on behalf of youth.

The obvious benefit of collaborating with decisionmakers is the ability to focus on macro-level issues and to bring bigger picture vision to collaborative efforts. The East Bay Partnership is poised to bring massive systemic change to a wide geographic area in northwestern California. The Partnership's efforts will be sustained as the collaborative

continues to experience success in the development of laws, policies and financial resources directed to violence prevention. In New York, the Fountain for Youth also promises a grand legacy, as greater quality and effectiveness of youth serving agencies will be enhanced if the Fountain is able to realize its vision.

Putting the Collaborative to Work

Planning for implementation, while necessary, is a time intensive, tedious process. While the planning issue might arouse great passion (as does violence), the process can also be emotionally draining. To keep interest fresh, to experiment with unproved ideas, to interrupt the tedium of reworking mission statements or analyzing assessment data, some collaboratives incorporated action in their planning phase. Putting collaborative members to work yielded positive benefits, as the efforts led to local prominence, established programmatic credibility and fostered the recruitment of new members. Collaboratives had significant accomplishments during the planning year in Spartanburg, and East Bay.

Stop the Violence Collaboration Spartanburg, SC

The experience of early success is central to the engagement of grassroots citizens in violence prevention. The Stop the Violence Collaboration put collaborative members to work early in the planning process. Collaborative members were assigned to various action teams to assist in the assessment of their neighborhood strategy. They connected with neighborhood residents to develop goals and objectives for the community. In one community, residents were anxious to begin neighborhood enhancement projects to clean up streets, repair broken down homes and board up homes which were known havens for drug trafficking and consumption. Action team members picked up 92 bags of trash on one block of the community. Collaboration members were also successful in engaging the county to begin housing code inspections on homes having visible standard housing code violations. Finally, the collaborative partnered with scholars from an area college to rehabilitate houses and mobile homes in this same area. This did much to galvanize and engage community resident involvement in violence prevention.

The East Bay Public Safety Corridor Project Oakland, CA

During the planning phase, the East Bay Partnership put the considerable power and resources of its membership to work grappling with one of the nation's toughest violence issues: handgun control. Over the course of the planning year, the Partnership developed a comprehensive gun control strategy. The strategy contained several facets, including a ban on the construction and sale of junk guns in the Bay Area, establishment of consumer product safety standards for firearms, a requirement of trigger lock mechanisms on every firearm sold, the end of resale permits to individuals operating out of their homes or in residential neighborhood, an increase in the city business tax rate for gun dealers, the revenue of which will be applied to regulation and monitoring of gun shops and to youth firearm violence awareness and prevention programs, and the development of common standards for issuing concealed weapons permits. Despite heavy resistance from firearm support groups, the entire Corridor Council endorsed the strategy and to date 19 local governments have passed it.

Putting collaborative members to work during the planning year cemented relationships among collaborative members, but it also boosted members' belief in the collaborative process. The emerging collaborative in the Spartanburg community has already experienced much success in changing the dynamics of the relationship between police and citizens in the community and in engaging county government in their efforts. Impressed by the activities of the STV collaborative in one community, the county government has elected to devote a number of its resources to determining what it would take to fulfill the vision of the community collaborative and to transport this model to other communities.

In East Bay, it was important that this collaborative of "doers" was able to demonstrate its ability to make the collaborative work. Selecting a tough issue which exposed Partnership members to individual political scrutiny and resistance demonstrated the power of the collective. The collaborative's ability to hold together on this politically charged issue provided it with much impetus to begin work on other important issues. It has also set forth a model for inter-jurisdictional work for other areas of the country.

B. Making the Match

The local collaboratives have applied to the National Collaborative for implementation grants totaling more than \$3 million. Implementation grants range from \$244,000 to \$300,000 for the two year period. To match these grant requests, local collaboratives have pledged to raise six million dollars in cash and in-kind services. During the course of the planning process, many sites began their fundraising among their collaborative membership. They were successful in acquiring support from local non-profit agencies, city departments, and programs funded by federal sources such as the U.S. Department of Housing and Urban Development and the Bureau of Justice Assistance HUD (two local collaboratives have COPS funding) to provide in-kind resources. In certain cases, collaborative members were also able to provide cash support for violence prevention activities. However, local collaboratives have looked primarily to local and national foundations for cash support. To facilitate the local collaborative's ability to seek matching funds and to allow for a continuation of service during fundraising, the National Collaborative provided start up funds of one half of the grant request to local collaboratives. Local collaboratives are expected to complete their first year fundraising by March 1, 1997.

Several of the local collaboratives have been creative in their match fundraising. Collaboratives in Spartanburg, SC and New Haven, CT have developed innovative plans for their matches which draw upon broad-based, interdisciplinary support. The Stop the Violence Collaboration in Spartanburg has elicited cash and in-kind contributions from 22 local organizations representing a variety of sectors. These include:

American Red Cross	Northside/Una Community Resident
City of Spartanburg	Salvation Army Community Center
Corporate Partners -- Una	School District Six (Mentoring Programs)
County of Spartanburg	Spartanburg Area Chamber of Commerce
Cleveland Elementary School	Spartanburg County Foundation
Department of Juvenile Justice	Spartanburg County Public Library
Flagstar	Spartanburg Housing Authority
Habitat for Humanity	Spartanburg Religious community
Health Resource Room	Stop Drugs Now

Metro Spartanburg Boys and Girls Club
Milliken Foundation

United Methodist Church
Wofford College -- Bonner Scholarship Prog.

These funders have pledged more than \$600,000 per year in cash and in-kind resources to support the collaborative's efforts. This is more than double the expected match for the Stop the Violence Collaboration.

In New Haven, the S.A.F.E. Haven collaborative took the task of fundraising to heart and considered raising money the way they knew best. While they will look toward foundations for a large portion of their match, they will add \$22,000 from basketball tournaments, lunchless lunch fundraisers, car washes, a bachelor auction, local festivals vending and hot topic workshops.

S.A.F.E. Haven will also receive support from a variety of state and city offices, from Enterprise Community program, and will be included in a grant proposal to the U.S. Department of Housing and Urban Development grant. Finally, they will charge fees at their theater performances, training institutes and Unity March Conference.

III. NATIONAL TECHNICAL ASSISTANCE: PREPARING FOR IMPLEMENTATION

A. Program Technical Assistance

As local collaboratives move from planning to implementation, the national office staff worked with project directors and technical assistance experts to refine national technical assistance program to respond better to sites' implementation needs. Following is the description of the national technical assistance plan for the first year of implementation.

Assessment

In December the national office hosted a two day cluster meeting to orient new project directors and facilitate the development of first year technical assistance plans for each local collaborative. Prior to the cluster meeting, the project directors received pre-assessment worksheets which they completed after interviewing six collaborative members. The interviews were intended to elicit broad local input into the content of the technical assistance plan. They also facilitated the orientation of new project directors to their collaboratives by fostering interaction between new directors and those who had historical knowledge of the initiative.

Using their pre-assessment worksheets and their implementation plan evaluation prepared by national office staff, collaborative members participated in several exercises designed to clarify the specific areas in which their collaboratives were having difficulties. They examined the effectiveness of their collaborative's leadership, the level of community involvement, communication strategies, relationships, and the planning and implementation of violence prevention strategies. Based on this self-assessment process, each collaborative made three to four technical assistance requests of the national office. During the workshop, these requests were reviewed with the technical assistance

providers and approved by the national office staff. The requests were then taken to their local collaboratives for final approval.

National Resources Bank

As a result of the workshop, review of the implementation plans and conversations with local collaborative members, national office staff refined plans for a national bank of technical assistance providers. Collaboration building and maintenance, community organizing and development, partnering with youth, and media advocacy emerged as the content areas for which sites need assistance. We identified the following four providers who will work directly with sites in response to these needs:

Collaborative Building and Maintenance

The national office has contracted with Gillian Kaye and Tom Wolff, authors of From the Ground Up: A Workbook on Coalition Building and Community Development, to provide support to the sites on collaboration and community organizing. This book was provided to local collaboratives during the planning year and several of them found it useful. Kaye and Wolff are well regarded experts in collaboration building and community organizing. Also on their team are Dr. Carl Ellison and Diane Johnson, who bring with them many years of experience in community health and development, conflict management and diversity training (See Appendix for bios). This team conducted the December workshop, will help in the planning and execution of the February conference, and will provide site specific TA to several local collaboratives.

Partnering With Youth

The local collaboratives intend to implement a variety of programs for youth, including after-school and recreation activities, youth leadership training, and various skill building activities to promote positive youth development. Most are confident in their ability to mount and conduct these activities, but are less confident in their ability to meaningfully include young people in collaborative decision making processes. Local

collaboratives have struggled with ways to obtain valid youth representation and define meaningful roles for young people.

The board of directors of the NFCVP has also sought support for this issue. To answer both needs, the national office staff has developed a contractual agreement with the Center for the Advancement of Youth Adult Partnerships. This team has successfully integrated young voices in the decisionmaking process for city government in Hampton, VA, and on boards and advisory committees in that city; for several national and local youth serving organizations; on school boards across the country; and with private sector organizations. The Center will help the national board explore why and how it wants to partner with youth, and assist in the development of an appropriate structure for that partnership. The Center will also work directly with the local collaboratives that are grappling with partnership issues. Information about the Center is included in the Appendix.

Media Advocacy and Public Awareness

Throughout the planning year, the public relations firm, Malkin and Ross, has assisted national office staff in developing a communication and public education strategy. During the summer, they began to devote time to working with the sites on developing skills and strategy for the work they hope to do with local media. Malkin and Ross conducted a media education cluster workshop to provide sites with the skills to use and form relationships with local media. They will continue to provide individualized assistance to local collaboratives during implementation. In particular, Malkin and Ross will help with the development of written media plans, basic materials in preparation for a press conference, and background and promotional materials on the national and local collaboratives.

In addition, we have developed a contract with the National Crime Prevention Council to assist the national office with bi-monthly technical assistance newsletters, and to provide on-site technical assistance to local collaboratives in developing public awareness and education strategies.

Local Technical Assistance Funds

Each site will be awarded \$10,000 grants for local technical assistance. While we originally anticipated that the sites would use these monies for hiring collaborative facilitators, discussions during the assessment workshop led to several optional uses of the local dollars. Local technical assistance will be used to support any technical assistance request that is unique to a site (provided either by a local person or an expert identified by national office staff). The grant may also be used by sites to purchase additional visits by one of the providers listed above, or to bring in experts from other local collaboratives for peer learning.

Conferences and Workshops

As part of national technical assistance, we will conduct three cluster meetings and one national conference. The cluster meetings are topical workshops which provide intensive training on a common content area. Two members of each collaborative generally attend these meetings. Two fall cluster meetings provided local collaboratives with media advocacy education and training in the development of technical assistance plans for the year. We will host one more cluster meeting in late spring/early summer which will probably focus on evaluation and the relationship between cross site and local evaluators. In February five members of each local collaborative will be invited to Washington for our annual national conference. The national conference will allow the local collaboratives to connect with members of the NFCVP Board of Directors and to share their implementation strategies with each other and the public. We will use this as an opportunity to showcase potential technical assistance providers and allow sites to connect with those individuals they might find most helpful.

B. Cross Site Evaluation

The National Collaborative board approved the COSMOS evaluation proposal reported in the last funder's report. The cross site evaluation will examine the basic characteristics of the eleven collaboratives and their communities and measure the effectiveness of a violence prevention activity jointly selected by national and cross site evaluators. An executive summary of the COSMOS plan and a matrix of site activities are included in the appendix.

III. NATIONAL COLLABORATIVE BOARD OF DIRECTORS

New Board Members

Local collaboratives elected two project directors and two foundation representatives to represent them as board members on the National Collaborative Board of Directors. These elections were approved at the group's fall meeting. Kojo Livingston, Project Director of the Crescent City Peace Alliance in New Orleans, Terri Freeman, President of the Foundation for the Capital Region, and George Garnett, Vice President for Programs at the Minneapolis Foundation will participate as full voting board members, recusing themselves from participation in discussions in which they have financial issue. Angela Wood-Zuzevich of the Rockford Area Family Violence Prevention Collaborative is the other project director representative and will join the board at its spring meeting.

Susan Nall Bales, Executive Director of the Benton Foundation also joined the Board of Directors. Ms. Bales brings to the board a wealth of knowledge and experience in communications and media relations. She is currently involved in working with a variety of not-for-profit organizations in media advocacy and policy development.

Preparing for Implementation

The National Collaborative Board of Directors examined the National Collaborative's original vision and mission to ensure that the NFCVP remained consistent with the direction of local collaboratives as they move to implementation. Board members reaffirmed support of the National Collaborative's mission, gave preliminary support to the selection of initial target audiences for the National Collaborative message, developed operational goals for the implementation year, examined its interest in involving youth and charged national office staff to restructure board committees and staff to support implementation. They also began forays into formalizing the partnerships

with local collaboratives, examined media framing of violence, and approved the first report from the national evaluator.

Mission consistency

The mission of the National Collaborative on Violence prevention is to address violence and its related problems in a coordinated way, and to nurture a violence prevention movement through advocacy, public awareness, and a focus on prevention. Board members continued to embrace this mission as one which captures the philosophy underlying the establishment of the National Collaborative. But they had differing opinions regarding the scope of NFCVP involvement in a national violence prevention movement and the extent to which the National Collaborative's national agenda should be driven by the work of the lessons of the local collaboratives. After much lively discussion, Board members decided that the National Collaborative should play an active, convening role in the national violence prevention movement by hosting meetings, forums and seminars on violence issues. Lessons from the local collaboratives should influence, rather than dictate, our active involvement in the national movement and any policy positions the National Collaborative might develop.

Target Audience

Board members felt that the National Collaborative should be assertive in disseminating the lessons from the local collaborative experience to a wider audience. They held that there were a number of prospective audiences for the messages of the National Collaborative, including the philanthropic community, the general public, federal, state and local government and the general violence prevention field. Members decided that since the Collaborative is well placed to do so, special emphasis should be directed to reaching the larger philanthropic community with lessons from our collaborative experience. It was felt that the philanthropic community would benefit greatly from understanding the connection between community building and violence prevention.

Implementation Goals

To support the local collaboratives during implementation and to begin work on the national front, the National Collaborative Board of Directors developed the following goals to guide the initiative during the two year implementation period:

- build strong local collaboratives
- conduct outreach and education to the philanthropic community
- widely disseminate lessons learned from this process
- become an active part in the national violence prevention movement

The Board committed itself to extending the life of the NFCVP to at least two years beyond the implementation period. Board members also committed the NFCVP to provide support to local collaboratives during this extended period, although the nature of this support was not decided. The new goals and time commitment reflect the National Collaborative's continuing realization that violence prevention work through collaboration is hard, that local collaboratives will experience some difficulties as they make the transition from planning to implementation, and that the actual work of the collaboratives needs to occur over a longer term to be effective. The new goals also reflect the desire of board members to form closer ties with local collaboratives and to play a more active role in the national agenda.

Youth Involvement

The Center on Adult-Youth Partnerships, a technical assistance group based in Hampton, VA, led National Collaborative board members through a series of exercises to determine why and how the National Collaborative could involve youth in its decisionmaking processes. In their preliminary survey of board members, the Center found that there was consensus regarding the involvement of youth in national activities, but Board members were divided in their opinions about youth involvement on the National Board. Some members felt that youth should be included as full board members to the National Collaborative; others felt that youth should serve in an advisory capacity; still others felt that youth should serve on local collaborative boards, but questioned their

role at the national collaborative level. Board members were also divided in their opinions on the age of youth to be involved. Based upon the session, the Center posed four options for youth involvement on the National Collaborative Board of Directors. A subcommittee was developed to consider the pros and cons of each option and bring a recommendation to the full Board in its spring meeting.

Restructured Board Committees

To support the new goals and the needs of the local collaboratives, the committees of the National Board have been restructured as follows:

Local Collaborative Partnership - combines evaluation, technical assistance and program development and program policy functions.

Philanthropic outreach and education - works to increase understanding and participation in violence prevention by the philanthropic community

Public Education and Communication - works on message development, dissemination and connection to the wider violence prevention field

Fundraising and Finance - develops and monitors fiscal strategy

Complete descriptions of these committees are attached in the Appendix.

Race and Violence in the Media

In its ongoing plans to understand the connection between media framing and public perceptions of violence the Public Education and Communications Committee held two educational sessions. The first session was organized by the Advocacy Institute and presented the work of the Berkeley Media Center. This group is currently working with the Pacific Center on Violence Prevention to develop effective media strategies. Primary messages emerging from this session were that media advocacy should be integrated into the early work of violence prevention collaboratives, media advocacy should be connected to public policy strategies, and that violence has become a code word for race and as such reinforces negative stereotypes of people of color, particularly African Americans.

Implications of this latter message included the general public's dismissal of African Americans as spokespersons for violence prevention.

The second meeting, held in December, was an open meeting on "Violence and the Media" to which national pollsters were invited as panelists. Panelists provided information to collaborative members regarding the public's perception of violence and its receptivity to a prevention message. Pollsters reported that violence remains one of the top concerns of Americans. They noted, however, that Americans did understand to some extent the complexity of violence issues and were receptive to messages about prevention. They stressed that these messages should be connected to real concepts and prevention ideas and solutions, not masked in professional jargon. The meeting was planned in conjunction with a cluster meetings to allow representatives from local collaboratives to participate.

Partnering with Local Collaboratives

Several partnership issues were raised by the community foundation representatives to the National Collaborative Board. These included the amount of programmatic time and resources expended upon local collaboratives by community foundations, the tensions in the grantee-partner relationship between the local and National Collaboratives, and the amount of involvement the National Collaborative should have in local issues. A committee composed of community foundation representatives, National Collaborative board members and national office staff was convened to examine partnership issues and draft an agreement which will outline the expectations the National and local collaboratives have of each other.

The National Evaluation

The Board of Directors approved the report submitted to the National Collaborative by national evaluator, Debra Rog of Vanderbilt's Center for Policy Studies. Dr. Rog's report traced the history of the National Collaborative, examined major decisions, reported on

the impact of the program on local collaboratives, and noted the Collaborative's accomplishments thus far. Dr. Rog's report covered the period from inception of the National Collaborative in 1993 to midway through the planning phase in 1996. The executive summary of this report is attached.

IV. FUTURE ACTIVITIES

During the next 6 months the National Collaborative will continue to support the implementation activities of local collaboratives. Our national conference to be held from February 12-14 will showcase the national technical assistance bank, feature the work in progress of local collaboratives and officially kick off our implementation phase. The National Collaborative Board will continue its work to support the local efforts and to begin to connect our effort to the larger violence prevention community.

APPENDIX ONE

LOCAL COLLABORATIVE FACT SHEETS

APPENDIX TWO

**NATIONAL TECHNICAL ASSISTANCE
PROVIDERS**

APPENDIX THREE

**CROSS SITE EVALUATION EXECUTIVE
SUMMARY AND LOCAL COLLABORATIVES'
PROPOSED ACTIVITIES**

APPENDIX FOUR

NFCVP COMMITTEE DESCRIPTIONS

APPENDIX FIVE

NATIONAL EVALUATION EXECUTIVE SUMMARY