



# **Brooklyn Park Youth Violence Prevention Initiative**

## **Collaboration and Performance Measurement Plan**

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# Brooklyn Park Youth Violence Prevention Initiative

## A Youth Development Approach

### Background

The Brooklyn Park Youth Violence Prevention Initiative emerged from a community concern about juvenile crime and victimization in Brooklyn Park. While juvenile crime and victimization is an issue in neighborhoods and schools across the city, evidence shows a compelling need for immediate city and community action within an area known as the Zane Corridor.

Previous attempts in Brooklyn Park to develop or implement problem solving strategies that keep kids from participating in crime or from getting hurt by it, lacked the elements necessary for success. These missing elements included:

- A thorough understanding of the scope of the problem.
- A thorough understanding of successful strategies and remedies that have been proven effective and are considered “best practices”.
- The organizational capacity to successfully implement best practices.
- The unequivocal support and collaboration of multiple departments, community groups, and other civic partners.

We believe now, as stated by Park and Recreation director Jon Oyanagi to the city council, that the “the stars are aligned” and all of the essential elements needed for success to reduce juvenile crime and victimization are present. These elements include:

- **Scope of the problem**-2007 Police Executive Research Forum (PERF) report and the use of newly developed analysis tools and information sharing between the Police Department and Recreation and Parks.
- **Successful strategies and remedies**-Recreation and Parks and Police with the assistance of experts and literature reviews have identified proven strategies used across the nation, and have customized them to meet the needs of Brooklyn Park.
- **Existing organizational capacity to successfully implement best practices and problem solving strategies**- From its inception, the Neighborhood Action Program has worked to build and promote the value of multi-department collaborations to achieve its goal of reducing crime and enhancing the livability of our neighborhoods. The business practices, use of proven and smart strategies, and relationships that have resulted from this effort increase the likelihood of our success.
- **Unequivocal support of city departments, leadership, and community groups**- Over the past several years, city departments have developed new initiatives and community collaboratives that have been proven to be effective at building relationships and solving problems in our community. The talent and energy of these entities will support this initiative. Some of these include: The Youth Opportunities Coalition, The Joint Community Police Partnership, The Brooklyn Bridge Alliance, the Police Multi-Cultural Advisory Committee, and annual community building events like The Many Faces of Brooklyn Park.

The core partnership that has taken responsibility for driving the direct services of this initiative are the Recreation and Parks Department and Police Department. Both Departments believe that reducing youth violence and victimization cannot be accomplished through enforcement action alone. It must be accompanied by opportunities for safe recreation and personal development.

As part of a menu of strategies, the Zanewood Recreation Center will be the “bricks and mortar” through which the two departments and the community will deliver services to include:

- Community and problem oriented policing and crime prevention services.
- Recreation and youth development programs
- A safe and positive environment for kids and teens
- Outreach, service, and youth mentoring opportunities delivered by committed and competent community partners.
- Teen employment opportunities

**Initiative’s Theory of Change**

This initiative’s theory of change is based on the belief that if multiple systems intervene both at the individual, organizational and community level- to identify and support youth at-risk for violence, and at-risk youth for not developing their potential- we can reduce youth violence & victimization while increasing opportunities for positive development. Because schools have also been identified as hot spots for youth crime & victimization they also play a key role. (See APPENDIX A)

This initiative has two specific goals:

- Decrease youth crime<sup>1</sup>
- Increase opportunities for young people<sup>2</sup>

To impact these measures, overarching strategies were developed:

Shared Goals	Overarching Strategies
Decrease youth crime	1. Connect every youth to a trusted adults 2. Intervene at the first sign of risk for violence 3. Restore youth that have gone down the wrong path
Increase positive opportunities for young people	4. Unlearn the culture of violence in the community <sup>3</sup>

<sup>1</sup> “Youth crime” As defined on May 2009: Misdemeanor and Felony assaults, Terroristic threats, child abuse, Robbery, Criminal sexual conduct, Weapons

<sup>2</sup> “Opportunity” As defined in May 2009: Recreation, Sports, Creative arts, Curfew Center, Leadership, Viking Council Diversion, Employment, career exploration, Street Outreach, Job training/coaching/shadowing, Counseling individual/family, Truancy diversion, Drop in Social Recreation, Volunteering, Community Service projects, Tutoring/academic support, Health education programs, Life skills, personal development classes

<sup>3</sup> Blueprint for Youth Violence Prevention in Minneapolis, 2007.

## **Development of Zanewood Recreation Center and the Youth Opportunities Coalition as components of the Youth Violence Prevention Initiative**

In 2007 Brooklyn Park residents, coalitions, churches and young people agreed that central to the issue of disconnected youth was that young people were denied the opportunities and safe places needed to be healthy. This consensus has been a significant contributor to identify the need for, and resulting development of the Youth Opportunities Coalition and the Zanewood Recreation Center.

The Coalition has worked to mobilize Brooklyn Park's community organizations whose missions are to provide youth programs and services in Brooklyn Park. This effort began in order to improve planning and coordination of quality programs and increase opportunities for young people to be engaged in community programming. This Coalition seeks to communicate more effectively with youth, engage youth in the planning process, and improve access to services for all youth. This initiative, includes three working groups: the Coalition, the Youth Council and the Brooklyn Bridge Alliance for Youth and is branded in the community as the "Champions for Youth"; (Logic Models / Project Charters for each see APPENDICES B,C,D,E,)

While there have been many accomplishments to date, the Champions for Youth will enter a new phase to develop a five year work plan focusing on six key areas as identified in the Call to Action Strategic Plan completed in 2008: safe places, transportation, employment, intergenerational partnerships, communication, and teen crime and health. This plan was completed in 2008 by adults and youth. (APPENDIX F)

As Champions for Youth develops, utilizing an asset-based community development framework will help focus the organization's work and continue to develop the private and public, and youth and adult efforts needed to sustain youth programs at the direct service level. (APPENDIX G)

The Zanewood Recreation Center's recreation and community policing programs are currently in development. Thus, the logic models used to develop these initiatives and the measurements for their success are in draft form. As this work continues to develop it will be used as an ongoing opportunity for Parks and Recreation and the Police to use performance measurement data to ensure quality, examine and measure progress, and to identify early warning signs of program failure. An example of a successful program, using a public health model, is the Minneapolis "Blue Print for Action" for preventing youth violence. Opportunities for collaboration and information sharing between our initiatives are being developed.

The "Blueprint for Action" for preventing youth violence is a multi-layered response to the complexity of youth crime. Through extensive research, analysis and youth participation in the development of the Blueprint for Action, the city of Minneapolis found that if they worked across systems to achieve four goals they could prevent youth violence. These goals include:

1. Connect every youth to trusted adults
2. Intervene at the first sign of risk for violence
3. Restore youth that have gone down the wrong path
4. Unlearn the culture of violence in the community

## Youth Input into Zanewood Programming Design

In order to have a thorough understanding of youth crime in Brooklyn Park the evaluation team engaged young people in a discussion to gather their perspectives on the root causes of youth violence. The purpose of these discussions was to:

- Identify the root causes of violent and non-violent crime in Brooklyn Park
- Engage Brooklyn Park youth in understanding what they perceive as crime in their community
- Use this data to develop appropriate services, opportunities and interventions

Overall, the youth said the “root causes” of violent and non-violent crimes in Brooklyn Park are:

- Jealous people cause others to feel bad
- People who use drugs/drink
- Past experiences of abuse
- Cliques and gangs fighting
- People talking about others causes fighting and arguing
- Being racist – not liking others race, religion, or cultures
- Invading people’s privacy
- Violence/stealing in schools
- Defending yourself from bullies or others
- Feeling bad about yourself
- Hanging out with the wrong crowd

When asked what it will take to develop solutions to these root causes youth had specific suggestions for the parks, police and for other young people.

### Recreation and Parks

- Provide more activities: field trips, tutors for homework, basketball tournaments, hire more teens, host fun events and do fundraisers to fix up parks.
- Build community: bring older people who have experienced these situations, support the youth in community, take interest in youth, believe in youth and facilitate more open discussions.
- Intervene: have former gang members talk to youth about gang life and how they changed their life around & come to schools to talk to students.

### Police Department

- Engage community: teach self defense, bring someone famous to influence the youth/bring someone with high educational standards to influence the youth, get more people to help, get more programs started like teen academy, and interact more with schools
- Policing strategies: patrol the streets, have undercover cops walking the streets, and get into community more.

### Young people

- Participate: in activities, join churches, hangout with other friends, go to student council and start more programs.
- Influence other youth: by trying to get them involved in activities, listen to other youth and try to help, talk to your peers to so they make the right decision, and influence each other not to join gangs,
- Learn: to ignore others gossiping and bullying, not bully each other, to stop pressuring friends, and when to let things go. Learn to be a leader.

# Evaluation Approach

This evaluation is a collaborative effort that will require different types of evaluation. In year one is a developmental approach. This means working closely with stakeholders and program staff to define the elements of this initiative, identify and test shared goals, and create the processes and measurement tools that will be needed for performance measurement. In year two an outcomes evaluation approach will be used. This approach determines to what degree goals are met and what effect the initiative has had on youth, organizations and the community. Overall this is a utilization-focused evaluation. This means that all data collected is used; either for development, quality assurance, improvement and to measure performance.

## Stakeholders

Key stakeholders for this evaluation include:

- Citizens of Brooklyn Park
- City Council and the Mayor
- Recreation and Parks & Police departments- Police Chief Michael Davis and Recreation and Parks Director Jon Oyanagi promoted this initiative to the city council as a collaborative model between the two departments. This co-departmental approach must demonstrate a united effort between these departments in their responsibility to create a safe and healthy environment for youth.
- Coalition and Alliance members - youth and adult volunteers who are committed to creating a more organized web of caring adults to support youth.
- Community based organizations that provide quality youth development programming, intervention and prevention services want to see that their work played a role in the overall success of this initiative. (Examples: Tree House, Center for Hope and Compassion, YMCA, Big Brothers Big Sisters, Community Education, Churches, Viking Diversion Program)

## Goals

The purpose of this evaluation is to support the development of this initiative, track key community indicators and identify impact of services. As this initiative continues to build, measuring both process and outcome questions will be necessary.

### *In year one, did this initiative achieve the following:*

Outcome questions:

1. To what extent did we develop systems that led to an increase in the quantity and quality of opportunities for youth at Zanewood?
2. To what extent did we connect youth at-risk for violence to programs and services?
  - a. How effective was the referral process developed to identify, engage and support youth at-risk for violence?
  - b. What initial impact on youth did we make?

Process questions:

3. How well did the partners share data, track data and create new data to develop and manage the initiative?
4. What barriers or challenges to the development of this initiative emerged and how were they addressed?

5. In what ways did this initiative develop that would lead to sustaining this effort over the next 10 years?

***In year 2, did the initiative achieve the following:***

Outcome questions:

1. Did we increase opportunities for youth?
2. Did youth crime decrease in the Zane Corridor?
3. Over two years, what percentage of at-risk youth did we effectively connect, intervene or restore?

Process or formative questions:

4. What barriers or challenges emerged and how were they addressed?
5. In what ways is this initiative sustainable?
  - a. Are the youth programs at Zanewood sustained?

## **Definitions of Goals**

Goal #1: Reduce youth violence - Reduce the number of youth committing acts of violence and the number of youth who are the victims of violence. Police Department will measure:

- Misdemeanor and Felony assaults
- Terroristic threats
- Child abuse
- Robbery
- Criminal sexual conduct
- Weapons

Goal #2: Increase the number of quality youth program opportunities at Zanewood Recreation Center  
Recreation and Parks will measure opportunities:

*Intervention Programs:*

- Curfew Center
- Viking Council Diversion
- Street Outreach
- Referrals to Family and Children's Services, Tree House
- Truancy diversion

*Prevention Programs:*

- Sports, recreation,
- Employment, career exploration, job training
- Leadership, Creative arts
- Drop in Social Recreation choices
- Community Service projects
- Tutoring; academic support
- Teen health education programs
- Afterschool programs
- Life skills, personal development classes

## Target population

- Youth reporting that they currently do not participate, 75%<sup>4</sup>
- At-Risk: are youth ages 8 to 17 who face factors that place them at higher risk for being a perpetrator or victim of crime, including those who:
  1. Have been brought to the Juvenile Center for curfew or truancy violations.
  2. Are in family situations that are unstable.
  3. Had one or more encounters with law enforcement or the justice system.
  4. Are gang members, gang affiliates, or gang associates.
  5. Have been suspended or expelled from school.
  6. Are victims or witnesses of violence.
  7. Live in the Zanewood community.
- All youth in Brooklyn Park seeking recreation and leadership opportunities

## Resources for Evaluation

Measuring all the elements of this initiative is currently outside the scope of the resources available to the park and recreation department. Therefore, we will focus on measuring the impact of the Zanewood programming, new policing strategies and how Champions for Youth supported this work. Partners have agreed to provide the following resources for evaluation:

- 21<sup>st</sup> century grant to evaluate afterschool programming efforts
- Zanewood programming staff can collect data
- Police department can map data
- School resource officers could be a part of a survey process
- Schools will enable access to students
- School provide data about truancy, graduation, violence in the schools
- Alliance could provide influence to overcome barriers, improve coordination
- NOW: Livability, safety - citizens survey = NAP neighborhoods, survey funded by the police department. PRE-TEST
- Evaluation team: Jeff Ankerfelt, Jan Ficken, Pat Milton, Michelle Margo, Kate Hansen, Rebecca Gilgen, Wayne Thyren, Nancy Lageson, Rob Mendolia, Lonte Hill, and other initiative partners as needed.

## Limitations

Demonstrating a causal relationship, between the activities of this initiative and outcomes for young people, in a time of recession and school dropout crisis is daunting. Due to limited resources, a focus on performance measurement was chosen. And without a control group we will not be able to scientifically prove a causal relationship. Thus, after two years we hope to demonstrate to what degree the initiative is associated to change in youth violence and victimization.

Initiative partners use systems theory as a framework for understanding the complexity of this issue. Young people are impacted by so many variables, that it is very difficult to prove that any one intervention prevented violence or victimization. There are several key external forces that could potentially impact our success:

- With the local economy depressed, employment opportunities for young people and their families may be limited. Resulting in fewer opportunities overall.

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<sup>4</sup> Results from the 2008 Community Youth Action Crew youth participation survey.

- This can create stressors in family systems due to unemployment, which can lead to foreclosure and homelessness or other stressors such as bankruptcy.
- Other systemic issues such as institutional racism and prejudice can also increase stress and risk for violence or victimization
- Community dropout rates are high. This can have an effect on pro-social behavior. In other words, youth that dropout may have a negative attitude towards public institutions and may prefer risky or criminal associations to be more comfortable.
- According to the Minnesota department of education, in 2007 Park Center high school demonstrated the following results<sup>5</sup>:
  - 69.1% graduated
  - 9.7% dropped out
  - 17.3% continued
  - 3.9% were unknown

In this high stakes environment, initiating mutually responsible partnerships may be difficult. Tracking performance data may require initiative partners to make changes in current policies, protocol and practice.

### **Recommendations to Mitigate Limitations**

- Be clear about the limitations of causality when measuring the impact of the initiative in year 2.
- Build stronger relationships with the school systems
- Focus on developing the initiative; planning and implementation, manage resources, communication and accountability and gather community and political support. Without a concrete concept of the initiative – measurement will be elusive.
  - Invest in an evaluation team: to track inputs, activities and outputs, and process outcomes related to development.

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<sup>5</sup> <http://education.state.mn.us/ReportCard/2007/graduation/RCF027901088.pdf>

<b>YEAR 1 - DEVELOP</b>		
<b>Evaluation Questions</b>	<b>Indicators of Collaborative success</b>	<b>Methods</b>
1. What is the baseline data for the quantity and quality of opportunities for youth?	A system for tracking opportunities is created (e.g. # of jobs for youth)	Coalition and ZW collaborate monthly to collect # of opportunities (YOC and ZW)
2. What is the baseline data for youth crime?	A system for tracking youth crime is created	PD and Schools collaborate monthly to track incidents
3. Did we connect youth at-risk for violence to programs and services? <ul style="list-style-type: none"> <li>• What system was developed to identify, engage and support youth at-risk for violence?</li> <li>• What was the impact to each participant?</li> </ul>	Create a youth referral process map that indicates for partners when and where action is needed; review with partners first 6 months of development  A system for identifying at-risk youth is created	Referral process map  Case Studies of 10 youth that were impacted by the program *could survey youth, but a case study is rich
4. How well did partners share data to track indicators that were used to develop the initiative?	Monthly evaluation team meetings identify and mitigate	Consensus Workshop with key partners
5. What barriers or challenges to the development of this initiative emerged and how were they addressed?	Monthly evaluation team meetings identify and mitigate	Focus Question: Was the collaboration mutually beneficial?
6. In what ways did this initiative develop that would lead to sustaining this effort over the next 10 years? 7. Was the collaboration mutually beneficial?	Develop referral system, data sharing, process for monthly initiative review, funding strategies, reporting cycle and youth participation.	
<b>YEAR 2 - DELIVER</b>		
1. Over two years, did we increase the number of opportunities?	Opportunities for young people have increased or remained stable	Quarterly indicators report (Alliance and BPPD)
2. Over two years, what percentage of at-risk youth did we effectively connect, intervene or restore?	At-risk youth are connected to an opportunity at Zanewood	Create a baseline measure of at-risk youth (youth referred to curfew center). Count how many of these youth got connected to an opportunity
3. Did youth crime decrease in the Zanewood corridor?	Trend data on the following youth crimes: curfew, truancy, TBD	Quarterly indicators report (BPRP and BPPD)
4. What barriers or challenges emerged and how were they addressed?	Monthly evaluation team identify and mitigate	Process report from Zanewood Supervisor
5. In what ways is this initiative sustainable? 6. Are the youth programs at Zanewood sustained?	- Stabilized or Increase in funding - Effective referral system - Consistent quality measurement - Sustainability measure review	Self assessment
7. After two years, did youth participation rates overall go up? 8. Did youth connect to a trusted adult through Zanewood or the coalition? 9. Do youth feel safer?	Results from the first survey indicated that 75.1% of sampled youth are not currently participating in any kind of youth program. 35.6% have never participated in youth programs	Using similar sample, do a 2 <sup>nd</sup> youth- to- youth survey

## Evaluation Overview - Years 1 and 2

### Methods for Measuring Success

The following methods were identified to measure programming, collaboration and processes:

1. **Engaging Stakeholders:** Engage stakeholders to identify their needs and determine what programming support is possible and develop logic models and key processes.

This is an ongoing process. This includes engaging staff to develop tools, process maps, reporting monthly within programming, quarterly to stakeholders. Logic models have been developed to understand what outputs we can expect, and determine which ones are needed to measure performance.

2. **Monthly process reports: outputs and process questions**

This report is completed on a monthly basis by the Zanewood recreation supervisor and police community liaison.

Items to include:

- # of youth enrolled that live in ZW target area
- # of youth in different racial groups
- # of youth enrolled that receive free or reduced lunch
- # of high school, junior high, elementary participants: Date of birth
- # of youth picked up for truancy, curfew violation
- # of youth contacted through street outreach
- # of current programs, events, or opportunities
- Process questions:
  - What key activities happened this month?
  - In what ways did we success fulfill our mission?
  - What issues or barriers occurred?
  - What solutions were implemented?
  - What will you do differently next month?
  - What resources are needed? Who will be responsible?

3. **Case Studies**

This interview method seeks to capture the change in a young person's relationships, connections and resources. Youth that are connected to Zanewood programs, or other community opportunities will be interviewed and asked to articulate the reasons for their involvement in crime, the changes that occurred based on their experiences in positive opportunities. This kind of data will provide the story behind the increases or decreases in youth crime.

4. **Community safety survey**

Community Survey – done by a collaboration of city departments that are involved with the Neighborhood Action Program. This survey is scheduled to be done April of every year. The first survey was completed in 2007 and questions will be added in 2009 to determine perceptions of adult and community safety. Youth will target 200 youth for surveys – within the Zane Corridor.

## 5. Youth- to- youth participation survey

Similar to the survey collected by youth in summer 2008, a second survey will be collected using the same sampling methods as the first survey, to determine if participation rates have increased.

## 6. Monthly Indicators Report

This report should monitor two key data, youth crime and opportunities. It is recommended that this data be tracked monthly so that the evaluation team can review trended data.

- **Police data**

The first step in developing this method is determining which crimes we are interested in tracking. One way to narrow this down to identify which crimes happen the most and of these, which ones are we most likely to impact with our chosen strategies. As defined on May 2009: Misdemeanor and Felony assaults, Terroristic threats, child abuse, Robbery, Criminal sexual conduct, Weapons. Additional data to be reported on added August 19<sup>th</sup>, 2009 include: disorderly conduct, criminal damage to property, and curfew violations.

- **Recreation and Parks and Youth Opportunities Coalition data**

In order to measure an increase in opportunity a definition and baseline is needed. This measure will be developed by the Coalition. While this may seem daunting, it is necessary to take on this challenge if this initiative hopes to measure opportunity with the same accuracy as the police department measures crime.

- Examples might be: # youth jobs, # of youth participating in programs

## 7. Consensus Workshops

This method has five steps. First, the participants are asked a series of questions that set the context. The second step is to focus participants on a central question and facilitate an individual and then group brainstorming process. Third, the group presents ideas individually written on paper, analyzes the data and organizes it into themes. Fourth, these themes, which are fully developed answers to the focus question, are then named by the participants. Finally a series of reflective and data gathering questions are asked.

## 8. Quality measurement – Youth Program Quality Assessment

The YPQA is a validated instrument designed to evaluate the quality of youth programs and identify staff training needs. It consists of a set of scorable standards for best practices in after-school programs, community organizations, schools, summer programs, and other places where youth have fun, work, and learn with adults. This tool measures the quality of youth experiences and promotes the creation of environments that tap a young person's motivation to attend and engage.

## 9. Sustainability Assessment for Initiative

This youth program assessment developed by the Finance Project measures:

- **Vision.** Have a clear picture of what needs to be sustained, which starts with clearly articulating what the organization wants to achieve through its work and then clearly identifying the strategies and activities that will get it there.
- **Results Orientation.** Define “success” for the initiative, measure progress over time, and adjust the work based on what is learned.
- **Strategic Financing Orientation.** Estimate the resources the organization will need and develop

financing strategies and funding sources to provide a stable base of resources over time.

- **Broad-Based Community Support.** Consider whose support is needed and develop appropriate outreach efforts and vehicles for community involvement in the initiative; including youth themselves.

- **Key Champions.** Rally leaders from businesses, non-profits youth organizations, faith-based institutions, government agencies, and other parts of the community and persuade them to use their power and influence to generate support for the initiative. The Champions for Youth's Brooklyn Bridge Alliance members will be key champions for this initiative.

- **Adaptability to Changing Conditions.** Be proactive in the policy environment and adjust to changing social, economic, and political trends in the community.

- **Strong Internal Systems.** Build strong systems and structures, such as fiscal management, information, personnel, and governance.

- **Sustainability Plan.** Create a written plan the organization can use to manage and market its work.

## Summary

Ongoing quarterly reports will be provided to the City Council and other stakeholders. In 2011, a two year compilation of data received from monthly indicators reports, consensus workshops, case studies, and community surveys will be analyzed to determine if process and outcome goals were achieved.

The success of this evaluation depends on the joints efforts made by community, partners at Zanewood, and city staff. It is the intention of this evaluation to ask relevant questions, report back to stakeholders in a consistently, timely fashion and to respectfully work with one another in this evaluative process.

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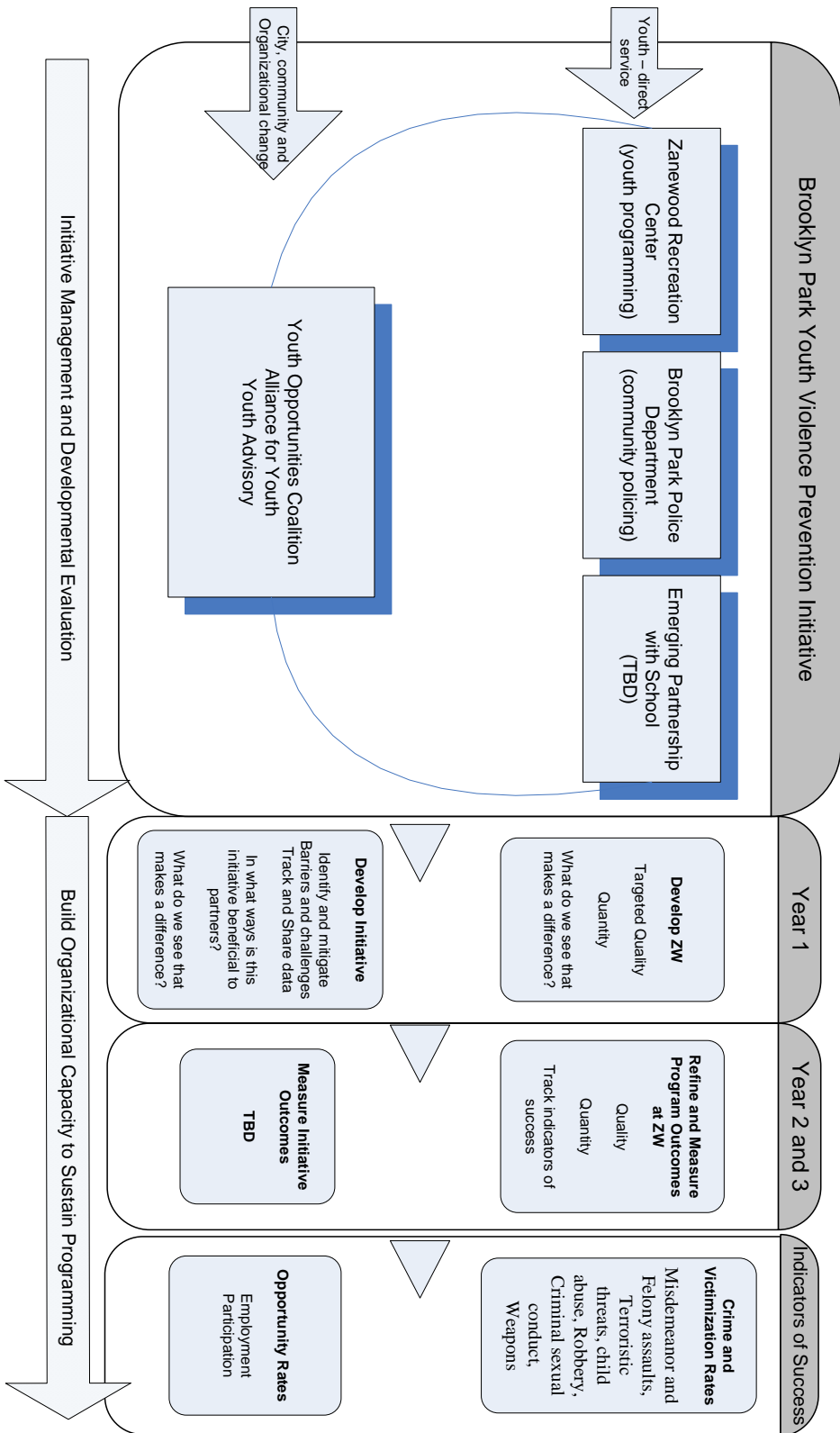
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APPENDIX A: INITIATIVE THEORY OF CHANGE



THEORY OF CHANGE

We believe that if multiple systems intervene both at the individual, organizational and community level – to identify, engage and support youth at-risk for violence, and at-risk for not developing their potential, we can reduce youth violence & victimization while increasing opportunities for positive development

APPENDIX B: ZANEWOOD PROGRAM LOGIC MODEL

RESOURCES We will need:	ACTIVITIES	OUTPUTS Evidence/measurement	SHORT TERM OUTCOMES Changes in 1-2 yrs	LONG TERM OUTCOMES 3-6 yrs	IMPACT Changes in 7-10 yrs
<p>-Zanewood Recreation Center building -In kind Staff -Training -Volunteers -Assessment -Registration -Evaluation -Reports -Program expenses</p> <p>Staff from City Departments: Coalition coordinator Project managers (Jan Ficken, Jeff Ankerfelt), Rec Supervisor (Michelle Margo) Part time staff, PD Community Liaison officer (Nancy Lageson), COPS unit officer (Jen Foster), Curfew center staff (Marcus Erickson)</p> <p>Community Partners: Center for Hope &amp; Compassion BP Athletic Assoc. JCCP/PD YMCA North Hennepin Community College Hennepin Technical College Family &amp; Children's Services, Tree House</p>	<p><b>Direct Service Programming:</b></p> <ul style="list-style-type: none"> <li>• <b>Connect youth to trusted adults by providing Recreation, sport and leadership programs at Zanewood</b></li> <li>• <b>Intervene at the first sign of risk for violence by providing outreach, mentoring, tutoring, pregnancy and other prevention focused programs &amp; Summer Curfew Center at Zanewood</b></li> <li>• <b>Restore youth who have gone down the wrong path by coordinating a Community Advisory Group and Assessment &amp; Referral Services at Zanewood</b></li> <li>• <b>Unlearn the culture of violence by providing "Stop the Violence" projects, PhotoVoice</b></li> </ul> <p><b>Organizational Development:</b></p> <ul style="list-style-type: none"> <li>• <b>Develop partnerships that provide data to assess quality</b></li> <li>• <b>Coordinate participation in monthly initiative development and evaluation meetings</b></li> <li>• <b>Coordinate reporting results</b></li> <li>• <b>Develop a network of stakeholders that can write grants and seek resources to fund the initiative</b></li> <li>• <b>Develop the process for determine what programs are needed and how they will be measured</b></li> </ul> <p><b>Community coalition building and systems change; efforts of the Champions for Youth:</b></p> <ul style="list-style-type: none"> <li>• <b>Brooklyn Bridge Alliance</b></li> <li>• <b>Youth Opportunities Coalition</b></li> <li>• <b>Youth Advisory Council</b></li> </ul>	<p># of youth ages 8-17 enrolled in program who live in ZW target area</p> <p># of youth that come from single households, free reduced lunch, have an incarcerated parent, foster care, juvenile court)</p> <p># of referrals from curfew center, school or diversion enrolled in ZW programs</p> <p># of new ZW program partnerships created</p> <p># of new processes, policies</p> <p># of data reports to stakeholders</p> <p># of program developments</p> <p># of new resources</p> <p># of new partnerships across systems</p> <p># of leveraged resources</p> <p># of youth led initiatives</p> <p># of new data sources monitored and tracking positive youth indicators</p> <p># of opportunities created thru YOC/ZW</p>	<p>Increase in the number of youth connected to positive opportunities and trusted adults</p> <p>Increase critical thinking and decision making skills for both youth and adults</p> <p>Increase in Youth leadership</p> <p>Increase in awareness of and solutions to violence</p> <p>Increase in access to safe and engaging places</p> <p>Increase in collaborative partnerships that enable city resources to be leveraged more effectively</p> <p>Increase in data collected consistently regarding youth participation in youth development, employment and/or educational opportunities</p>	<p>Youth are connected to positive opportunities</p> <p>Decrease in juvenile crime in Zane Ave Corridor</p> <p>Brooklyn Park is known for "youth" friendly city</p> <p>Less teen pregnancies in Brooklyn Park</p>	<p>Brooklyn Park is a safe community that provides opportunities for young people to reach their full potential</p>

## BACKGROUND INFORMATION

### **ZANEWOOD RECREATION CENTER** ***Reducing Crime – Keeping Kids Safe***

Juvenile crime is on the rise throughout the country and unfortunately Brooklyn Park is no exception to this trend. Reducing youth violence and victimization cannot be accomplished through enforcement action alone. It must be accompanied by opportunities for safe recreation and personal development. While juvenile crime and victimization is an issue in neighborhoods and schools across the city, evidence shows a compelling need for immediate city and community action within an area known as the Zane Corridor.

To confront and challenge the conditions that contribute to juvenile crime, the city council has invested in expanding the city's Zanewood Recreation Center, located in the heart of the Corridor, to a full time recreation center that will keep kids safe and involved in community programs.

This multi-agency approach includes police, recreation, youth organizations, and churches partnering to create a safe place for kids to connect with trusted adults, learn new skills, socialize, and participate in community projects. A number of new youth violence prevention initiatives are in development, including a curfew center.

The Zanewood Recreation Center will offer:

- Enhanced law enforcement presence focusing on repeat criminal offenders that have negatively affected the safety of this community
- Community and problem oriented policing and crime prevention services.
- Expanded recreation and youth development programs
- A safe and positive environment for kids and teens
- Free summer school lunch program
- Outreach, service, and youth mentoring opportunities delivered by committed and competent community partners
- Teen employment opportunities
- Increased information exchanges by police with school personnel to refer teens to community resources
- Enhanced partnerships and communication sharing between youth and adults. The goal is to actively involve youth in problem-solving efforts to improve quality of life in neighborhoods.

The progress and results of Zanewood's important efforts will be communicated on a regular basis to the community.

APPENDIX C: CHAMPIONS FOR YOUTH - YOUTH OPPORTUNITIES COALITION LOGIC MODEL & PROJECT CHARTER

RESOURCES We will need	ACTIVITIES	OUTPUTS Evidence/Measurements	SHORT-TERM OUTCOMES Changes in 1-2 years	LONG-TERM OUTCOMES 3-6 years	IMPACT Changes in 7-10 years
<p>Coordinator – Pat Milton</p> <p>Youth Planners- Matt Norris &amp; Kate Hansen,</p> <p>Youth Assistant- Irving Briscoe</p> <p>Adult Volunteers</p> <p>Youth participants</p> <p>In kind support from Alliance organizations</p> <p>Meeting space</p> <p>Food</p> <p>Staff training</p> <p>Research</p> <p>Office staff/computers</p> <p>Partners</p>	<ul style="list-style-type: none"> <li>- Empower partners in community to coordinate programs and opportunities for youth</li> <li>- Coordinate efficient planning</li> <li>-Recruit key champions</li> <li>-Report progress; seek input from Alliance members</li> <li>-Bring requests to Alliance</li> <li>-Publish Monthly ENewsletter</li> <li>-Maintain youth website with current, relevant info</li> <li>-Attend community meetings; do presentations</li> <li>-Report to City Council twice per year</li> <li>-Write evaluation plan ; review with Alliance</li> <li>-Teams work on solutions to Call to Action goals</li> <li>-Cultivate leadership from community</li> <li>-Monitor trends and adapt to changing conditions</li> <li>- Present recommendations to Alliance for solutions to Call to Action goals</li> <li>-Seek input, solve issues with youth council on Call to Action goals</li> <li>- Discuss sustainability strategies with Alliance</li> <li>- Study best practices for achieving each objective in Call to Action plan</li> <li>-Collect data for Evaluation Plan</li> </ul>	<p># of youth opportunities in community</p> <p># of adults</p> <p># of youth</p> <p># of volunteer hours</p> <p>Amt of dollars received in grants funds</p> <p># of new partnerships</p> <p>Amount of \$ leveraged through partnerships</p>	<p>Increase in the number of youth connected to positive opportunities and trusted adults</p> <p>Increase in number of adults volunteering</p> <p>Increase in community support</p> <p>Increase in funding to support organizational capacity building</p> <p>Increase in activities to address Call to Action Plan</p> <p>Increase in awareness by schools and parents of opportunities</p> <p>Increase in partnerships</p> <p>Increase in data collected consistently regarding youth participation in youth development, employment and /or non formal learning opportunities</p>	<p>Coalition is sustainable from year to year</p> <p>More youth are connected to positive opportunities</p> <p>More safe places</p> <p>Youth feel safe</p> <p>Transportation to program sites is available</p> <p>Young people have opportunities for quality intergenerational experiences</p> <p>Young people have employment resources.</p> <p>Adults value and respect teens</p> <p>Youth are healthier</p> <p>Young people are less likely to experience violence or become victims of crime</p>	<p>Brooklyn Park is a community where every young person is involved, valued, and educated in a healthy and peaceful environment.</p> <p>There are more opportunities for youth</p> <p>Brooklyn Park is a national model for youth engagement practices.</p> <p>Brooklyn Park is a safe community that provides opportunities for young people to reach their full potential.</p> <p>Trends in juvenile crime rates decreasing</p>

## **“Champions for Youth” Brooklyn Park Youth Opportunities Coalition Project Charter**

**Project:** Brooklyn Park Youth Opportunities Coalition

**Background:** The Coalition was formed in 2007 by an act of the Brooklyn Park City Council to mobilize Brooklyn Park’s community organizations whose missions are to provide youth programs and services in Brooklyn Park.

**Key Stakeholders:** Local businesses, faith organizations, non-profits, social service providers, government institutions, education providers, and youth themselves.

**Project purpose and description:** To more efficiently plan and implement a variety of quality programs, to communicate more effectively with youth, engage youth in the planning process, and improve access to services for all youth.

**Objectives and Milestones:** The direction of the Coalition for 2009-2013, and beyond, has been set by a community “Call to Action” strategic plan. Each focus goal in the plan has a sub-committee. Monthly meetings serve to update sub-committees on each other’s progress.

**Scope:** The “Call to Action” identifies six key areas the community needs to address: 1) Safe and fun places for young people, 2) Transportation, 3) Employment for teens, 4) Teen communication, 5) Improve intergenerational relationships; and 6) Focus on teen crime and health issues.

**Project team:** The Coalition is led by volunteer Co-Chairs, and each of the goal teams has a volunteer chairperson who coordinates the group. A part time Coordinator helps facilitate the activities of the Coalition and works under direction of the city’s Recreation and Parks Department.

**Other Considerations:** The Coalition also integrates the following activities into its work:

- Provide key adult and youth leadership to coordinate services and programs for youth ages 12-18 in Brooklyn Park.
- Coordinate planning among organizations currently serving the youth of Brooklyn Park including, but not limited to, youth social service agencies, educational institutions, recreational activity providers, counseling organizations, and businesses.
- Research youth development best practices and community models for program implementation.
- Form a Youth Advisory Commission comprised of 20-25 Brooklyn Park teens in grades 9-12 to assist the Coalition and advise on youth issues, plan forums, and youth events.
- Identify gaps in youth services.
- Engage Hennepin County more in the work needed for youth in Brooklyn Park.
- Encourage collaboration between organizations to maximize financial and staff resources. Seek out and welcome the participation and support of all citizens; all cultural, educational, religious, and social service organizations; all educational and governmental agencies; and business establishments within our community.
- Increase involvement of minority leaders in the work of the YOC, including both adults and youth.
- Seek other financial resources to adequately fund programs.
- Develop new communication tools to inform youth of opportunities.
- Increase public awareness of the role and importance youth programs have for developing and sustaining healthy youth and improving quality of life for Brooklyn Park families.
- Collaborate with the corporate community in creating teen employment opportunities and other job skill training programs, internships, or job shadowing experiences.
- Focus youth recreation programming on a wider scope of youth in the community.
- Hold a youth summit in the summer of 2007 for leadership identification and development.

- Plan a youth and adult summit for spring 2008 to encourage and expand upon initiatives, communicate ideas, and for the development of relationships for long-term continuance of goals and ideas generated.

APPENDIX D: CHAMPIONS FOR YOUTH - YOUTH COUNCIL LOGIC MODEL & PROJECT CHARTER

RESOURCES We will need	ACTIVITIES	OUTPUTS Evidence/Measurements	SHORT-TERM OUTCOMES Changes in 1-2 years	LONG-TERM OUTCOMES 3-6 years	IMPACT Changes in 7-10 years
Coordinator- Pat Milton  Youth reps  Advisor- Michael Elliott  Recruiter from each school  Meeting space  Food  Trans- portation	<ul style="list-style-type: none"> <li>- Recruit Advisor</li> <li>- Recruit youth reps from schools</li> <li>- Conduct orientation</li> <li>- Set Meeting schedule</li> <li>- Attend regular meetings</li> <li>- Report at Alliance meetings</li> <li>- Address community requests</li> <li>- Attend trainings</li> <li>- Develop annual work plan</li> <li>- Attend conferences representing community</li> <li>- Give presentations and reports to adult groups</li> <li>- Volunteer in community representing Council</li> <li>- Provide solutions to Call to Action goals</li> <li>- Identify and advise Youth Opportunities Coalition on youth issues</li> <li>- Form student group to focus on addressing teen crime and health issues</li> <li>- Develop youth led initiatives</li> </ul>	<ul style="list-style-type: none"> <li># of youth led initiatives conducted annually</li> <li># of members (annually)</li> <li># adults helping coordinate activities</li> <li># of public presentations</li> <li># of members rate experience is high quality</li> </ul>	<ul style="list-style-type: none"> <li>Increase in number of youth serving on Council from both Brooklyn Park and Brooklyn Center</li> <li>Increase in awareness of youth issues and problems in community</li> <li>Increase in youth leadership skills</li> <li>Increase in youth opportunities in community</li> <li>Increase critical thinking and decision making skills</li> <li>Increase in safe and engaging places for youth to go to and engage in meaningful non formal learning opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Program is sustainable from year to year</li> <li>Youth have made impacts on ensuring programs are relevant and effective</li> <li>The Youth Council will be a well-respected voice in the community that helps recommend and shape policy</li> <li>More safe places for youth to go</li> <li>Less juvenile crime &amp; victimization</li> <li>Young people will be able to connect with positive adults and engage in challenging activities to support growth and development</li> <li>Young people will voice their ideas and have input into program, policies and practices that impact them.</li> </ul>	<ul style="list-style-type: none"> <li>Brooklyn Park is a community where every young person is involved, valued, and educated in a healthy and peaceful environment</li> <li>Brooklyn Park is a national model for youth engagement practices</li> <li>Youth and adults share decision-making authority as they work together to achieve shared goals.</li> <li>There are more opportunities for young people.</li> <li>Brooklyn Park is a safe community that provides opportunities for young people to reach their full potential</li> </ul>

## **“Champions for Youth” Youth Council Project Charter**

**Project:** Youth Council

**Background:** The Youth Council was formed in connection to the creation of the Youth Opportunities Coalition to ensure youth input was integrated into the work. The Youth Council is comprised of high school students from Brooklyn Park or Brooklyn Center who reflect the cultural diversity in the area. The Youth Council works with the Brooklyn Park Youth Opportunities Coalition in achieving goals. This group’s motto- is that they are “YOUnited4YOUth”, bringing the two cities’ youth together.

**Key Stakeholders:** Youth Opportunities Coalition, Brooklyn Center Youth Collaborative, Community members, school personnel, law enforcement, parents, businesses, youth organizations, Brooklyn Bridge Alliance for Youth.

**Project purpose and description:** The Youth Council serves as an advisory, planning and communicating body in partnership with the Brooklyn Bridge Alliance, the Brooklyn Park Youth Opportunities Coalition and Brooklyn Center Youth Collaborative. The Council will serve to advise adults on youth issues as well as to plan forums and youth events. The Council serves as the “youth voice” engaged in community decision-making process.

**Objectives and Milestones:** Monthly meetings update members on youth activities in both cities, introduce new initiatives, and discuss policy issues affecting young people. Members meet with adult groups to provide input, and attend local, regional and state summits and conferences representing Brooklyn Park and Brooklyn Center.

**Scope:** The Youth Council is working with adults to address the six issues young people face addressed in the “Call to Action” strategic plan: 1) Safe and fun places for young people, 2) transportation, 3) employment opportunities for teens, 4) teen communication, 5) intergenerational relationships; and 6) focus on teen crime and health issues.

**Project team:** Youth Council members, Brooklyn Park and Brooklyn Center city staff, school personnel at high schools, adult volunteers and advisor.

E. BROOKLYN BRIDGE ALLIANCE FOR YOUTH LOGIC MODEL & PROJECT CHARTER

RESOURCES We will need	ACTIVITIES of Alliance	OUTPUTS Evidence/Measurements	SHORT-TERM OUTCOMES Changes in 1-2 years	LONG-TERM OUTCOMES 3-6 years	IMPACT Changes in 7-10 years
<p>Appointed officials</p> <p>Coordinator- Pat Milton</p> <p>Advisor- Dr. Roger Giroux</p> <p>Co-Chairs: Mayors Lampi &amp; Willson</p> <p>City Hall Meeting Space</p> <p>Refreshments</p> <p>Meeting Materials</p>	<ul style="list-style-type: none"> <li>- Write and approve joint powers agreement</li> <li>- Organizations collaborate to increase opportunities for youth</li> <li>- Members work to decrease barriers and leverage resources</li> <li>- Study amount of funds allocated to youth programs</li> <li>- Alliance takes ownership for successes of increasing opportunities for youth</li> <li>- Members contribute in-kind resources and staff expertise to addressing Call to Action objectives</li> <li>- Annual Goals are established; needs defined</li> <li>- Advisor meets individually with each organization</li> <li>- Advisor meets with staff</li> <li>- Conduct quarterly meetings</li> <li>- Report progress in Champions for Youth eNewsletter</li> <li>- Press releases/media stories on Alliance</li> <li>- Keep member organizations engaged</li> <li>- Research best practices for community initiatives and sustainability strategies</li> <li>- Collect data for Evaluation Plan</li> </ul>	<p># of members / organizations</p> <p>\$ leveraged for improving youth opportunities</p> <p># of partnerships that leveraged resources to build positive youth opportunities</p> <p># of youth opportunities in community</p>	<p>Increase in the number of young people connected to positive opportunities and trusted adults</p> <p>Increase in organizational capacity in establishing a strong internal working system that is efficient and accountable</p> <p>Increase in collaborative partnerships that enable resources to be leveraged more effectively</p> <p>Increase in safe places and engaging programs</p> <p>Increase in Alliance members feeling their efforts are achieving results and worth the time and resources of their organizations</p>	<p>Alliance is able to adapt quickly to changing conditions</p> <p>Alliance is able to influence change</p> <p>There are safe and fun places where youth belong that they feel belong to them</p> <p>More transportation options are available for teens</p> <p>It is easier for teens to find employment</p> <p>Communication methods are in place so youth are aware of opportunities and the community hears the message of young people</p> <p>Intergenerational relations are improved</p> <p>Reduction in teen crime and improved health conditions</p>	<p>Brooklyn Park and Brooklyn Center are communities where every young person is involved, valued, and educated in a healthy and peaceful environment.</p> <p>The Brooklyn Bridge Alliance is a national model</p> <p>Policy and practices support the achievement of goals and strategies to improve and enhance services for youth.</p> <p>The Brooklyns are safe communities that provide opportunities for young people to reach their full potential.</p>

**“Champions for Youth”  
Brooklyn Bridge Alliance for Youth Project Charter**

**Project:** *The Brooklyn Bridge Alliance for Youth*

**Background:** Increasing juvenile crime statistics in both Brooklyn Center and Brooklyn Park caused the mayors of both cities to call a “Round Table Discussion” on methods for a collaborative effort in positive youth development. Following a year of meetings and grass roots efforts by adults and youth, government entities entered into a formal joint powers agreement to coordinate efforts for improving youth services.

**Key Stakeholders:** City of Brooklyn Center: Mayor, City Manager, Rec & Parks Director, Chief of Police; City of Brooklyn Park: Mayor, City Manager, Rec & Parks Director, Chief of Police; ISD 11 Anoka-Hennepin Schools: Superintendent, Elected Official and alternates; ISD 279 Osseo Schools: Superintendent, Elected Official and alternates; ISD 286 Anoka-Hennepin Schools: Superintendent, Elected Official and alternates; Hennepin Technical College: President, Dean of Students and alternates; North Hennepin Community College: President, Dean of Students and alternates.

**Project purpose and description:** This Alliance includes all youth-serving government agencies in the area to serve as the governing “board” for both cities’ youth with adult initiatives. The mission is to continue and expand opportunities for young people through positive youth engagement by increasing communication, cooperation, coordination and collaboration across all city and school district boundaries in “the Brooklyns”.

**Objectives and Milestones:** Quarterly meetings will serve to update Alliance members to raise awareness of activities in both cities for shared resources and introduction of new initiatives for approval and policy development as well as guidance of activities.

**Scope:** Currently, all services are considered ‘in kind’ and all partnering agencies are agreeing to collaborate through the provision of existing resources. Funding support is not required of the partnering agencies but pursuance of collaborative grants will be a major activity of the Alliance for focused activities.

**Project team:** Advisor for the Alliance is Dr. Roger Giroux, former Superintendent of (partnering) Anoka-Hennepin Schools; Liaisons include Co-Chairs from the Youth Advisory Council (one BP and one BC youth); Co-Chairs from the Brooklyn Center Youth Collaborative; Co-Chairs from the Brooklyn Park Youth Opportunities Coalition; and staff from Brooklyn Park Recreation and Parks (fiscal agent) serving as facilitators.

**Other Considerations:** Hennepin County and ISD 281 Robbinsdale Schools are pending membership inclusion in the Alliance.

## F. CALL TO ACTION PLAN GOALS

### **Goal: Safe and fun places where youth belong that they feel belong to them**

- Develop places for support, resources, skills development, and tutoring
- Create venues for organized and pick-up sports
- Provide places for youth to hangout in a positive, constructive manner including a business (coffee shop, etc.) run by and for teens

### **Goal: More transportation options for teens within Brooklyn Park**

- Develop a circulator bus system throughout the entire city
- Create a bike-share program for teens
- Expand and make safer the city's trail and sidewalk system

### **Goal: Make it easier for teens to find employment**

- Create connections between employers/adults and teens
- Help teens prepare for job searches and employment
- Encourage more employment and volunteer opportunities

### **Goal: Develop communication methods so youth are aware of opportunities and for the community to hear the message of young people**

- Use websites, broadcast text messaging, MySpace, and emails to share important events and opportunities with youth
- Provide mediums with which young people are familiar to share their ideas and messages with the community
- Promote a dialogue between Brooklyn Park teens and adults

### **Goal: Improve intergenerational relationships**

- Bring parents and youth together through workshops and joint activities
- Encourage more interaction between young people and adults in the community through education and mentorships
- Develop better relationships between teens and the police through partnerships and opportunities for positive interaction

### **Goal: Reduce teen crime and health issues, specifically gang violence, juvenile crime, teen pregnancy, drug use, and graffiti**

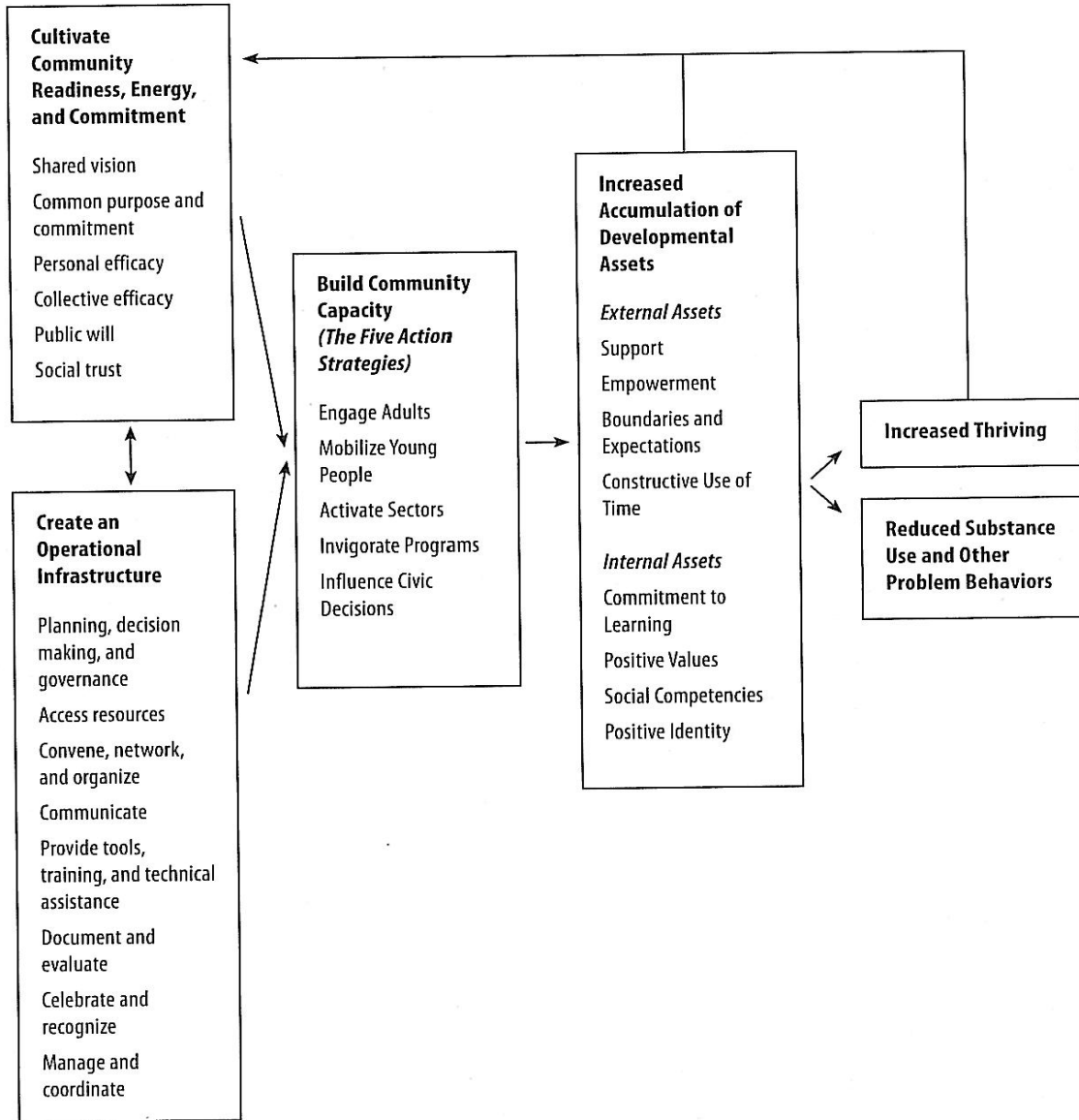
- Host speakers and promote education about the impact of these issues
- Form a student group that focuses on addressing these issues with young people
- Market the message of crime prevention and non-violence to youth

G: A FRAMEWORK FOR CHAMPIONS FOR YOUTH ASSET-BASED COMMUNITY BUILDING

► *Tipsheet A*

**A FRAMEWORK FOR ASSET-BASED COMMUNITY BUILDING**

The asset approach can be used to increase community capacity to support children and youth by bringing energized youth and adults together with the resources and experience of community organizations and existing networks. You can see that the Five Action Strategies are at the heart of this framework.



Adapted from "Tapping the Power of Community: Building Assets to Strengthen Substance Abuse Prevention," Search Institute's *Insights & Evidence*, March 2004.