

PHASE ONE: MOVING LOUISVILLE TO ACTION

LOUISVILLE'S BLUEPRINT

FOR SAFE AND HEALTHY NEIGHBORHOODS



OCTOBER 2013

SAFE NEIGHBORHOODS

ANTHONY D. SMITH
DIRECTOR

GREG FISCHER
MAYOR



OUR BLUEPRINT IS DEDICATED TO THE LATE DR. J. BLAINE HUDSON, WHO HELPED LEAD THIS WORK. DR. HUDSON COMMITTED HIS LIFE TO SCHOLARSHIP AND COMMUNITY. HE WAS A TRUE PUBLIC SERVANT WHO CARED DEEPLY ABOUT THE PEOPLE OF LOUISVILLE. AS AN EDUCATOR, HISTORIAN, ACTIVIST AND DEVOTED FAMILY MAN, DR. HUDSON LEFT A MARK ON EVERYONE HE ENCOUNTERED. LOUISVILLE METRO GOVERNMENT TAKES PRIDE IN HELPING PROGRESS THE WORK DR. HUDSON DEDICATED HIS LIFE TO.

HE IS GREATLY MISSED.

A handwritten signature in black ink that reads "Greg Fischer". The signature is written in a cursive, flowing style.

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October 23, 2013

The Honorable Greg Fischer
Mayor, Louisville Metro Government
Louisville Metro Hall
527 West Jefferson Street
Louisville, KY 40202

Dear Mayor Fischer:

The City of Louisville is to be commended for its commitment to reduce violent crime and to help build neighborhoods that do not produce crime.

The response to crime and violence is often piecemeal: a program here, a program there. When families collapse, schools fail to educate, the economy fails to produce jobs and when crime rises, we tend to turn to law enforcement to save us. Nothing could be more wrong: law enforcement cannot shoulder the whole burden, and it takes the rest of us off the hook. The theologian Abraham Heschel said, "In a free society, some are guilty, but all are responsible."

Louisville has taken Heschel's words seriously by pledging to involve all key civic and governmental sectors in Louisville to violence prevention and community building work. Louisville's commitment is not hollow. The City's commitment is manifest through a governance structure that would harness the energies of all to stop violence and improve the quality of life. The governance structure includes a director, a broad-based Advisory Committee, and Working Groups covering such areas as parental engagement, suicide prevention, police initiatives, etc.

The overall framework for Louisville's work has been established. The task over the next few months is to determine specific actions and to identify parties responsible for those actions. In so doing, Louisville puts itself on the vanguard with other cities across the nation that have pledged to do the hard work of developing a comprehensive action plan that blends prevention, intervention, enforcement and reentry. Comprehensive solutions, in essence a pledge to change a social norm that accepts or tolerates high levels of violence, is at the heart of the U.S. Department of Justice's response to violent crime in America.

I commend you and the City of Louisville for taking such bold and courageous steps, steps hard and complicated, but steps that promise to reduce violence and improve the quality of life for all of Louisville's citizens. Speaking on behalf of the National League of Cities Institute for Youth, Education and Families, I must say it has been a pleasure to work with the Louisville team.

Sincerely,



Jack Calhoun
Senior Consultant, National League of Cities Institute for Youth, Education and Families



DEAR CITIZENS OF LOUISVILLE,

On May 17, 2012, three young African Americans were killed near the intersection of 32nd and Greenwood Streets. In response to this shocking event, Mayor Greg Fischer proposed the formation of the Violence Prevention Work Group (VPWG). Its purpose was to take a hard look at the violence in our community, to identify the root cause of these violent crimes and to develop holistic strategies with long-term impacts. Mayor Fischer asked the late Dr. J. Blaine Hudson, Dean of the College of Arts and Sciences at the University of Louisville, to chair the work group. His extensive experience in leading community efforts and his vast knowledge of the history and culture of our city would prove to be invaluable.

On October 25, 2012, the Violence Prevention Work Group presented its report to the Mayor. The report outlined 42 recommendations that serve as the foundation for the Blueprint for Safe and Healthy Neighborhoods.

Since we began this work, the number of violent crimes has fallen slightly across our city. While this downward trend is encouraging, we must continue to be thoughtful, intentional and swift in our work. Now in the first phase of a multi-year plan, we will continue to develop our initiatives based on data, local and national best practices, and the needs of our community.

Government alone is not enough. We need every citizen's help in making Louisville the safest city in the country. It will take specific commitments from all of us - community members, youth and leaders across all sectors - to get this work done.

I look forward to receiving your feedback, ideas and solutions.

Sincerely,



Anthony D. Smith
Director for Safe Neighborhoods

Anthony.smith2@louisvilleky.gov

SAFE AND HEALTHY NEIGHBORHOODS INITIATIVE

As a result of the work done by the VPWG and our community partners, we are now in a position to strategically address violence in our community. The vehicle by which we will pursue these efforts is the Blueprint for Safe and Healthy Neighborhoods. The Blueprint lays out a multi-year plan that will be implemented in phases. This work will engage key community leaders and foster innovative partnerships for the identification, creation and modification of programming to meet the changing needs of our community. The Blueprint utilizes the twin approach laid out in the VPWG's report, which gives the work a citywide scope while also using quantitative data to focus programming and resources on specific populations.

VISION: Louisville will be a city of safe neighborhoods, where all citizens feel secure, supported and prepared for lifelong success.

FIVE AREAS OF CONCENTRATION FOR THE SAFE AND HEALTHY NEIGHBORHOODS INITIATIVE

In pursuing a broad Safe and Healthy Neighborhoods agenda, Louisville will utilize its existing assets, which include: strong neighborhoods, an engaged faith-based and non-profit community, an innovative school system and a compassionate government. To enhance and leverage these assets, Louisville must increase protective factors and reduce risk factors across the interrelated dimensions of school, home, and neighborhood.

The overall objective of the Safe and Healthy Neighborhoods Initiative is to see a dramatic reduction in violent crime in Louisville Metro. We have organized the work into the following five areas:

- 1 Community and Family Building:** Developing opportunities for residents to experience a sense of membership, influence, and shared emotional connection, by promoting strong and supportive families with positive connections to people, organizations, and opportunities.
- 2 Education:** Identifying opportunities to increase educational attainment by creating networks that support residents from the cradle through career. The education work will focus on three areas: closing the achievement gap, supporting students across the education continuum, and addressing issues of disproportionality in alternative school placement, special education and behavioral referrals.
- 3 Employment and Economic Development:** Expanding the number of employment and economic development opportunities in economically disadvantaged areas by supporting small business owners and creating opportunities to attract new businesses.
- 4 Health and Social Wellness:** Incorporating the public health approach to identify and address the physical, mental, emotional and social factors related to violence.
- 5 Juvenile and Criminal Justice:** Identifying and delivering appropriate interventions for individuals at the time of initial contact with the system, while providing services to address the issues of our citizens returning home from being incarcerated.



WE MUST:

- **INCREASE HIGH SCHOOL AND COLLEGE GRADUATION RATES**
- **INCREASE THE EMPLOYMENT RATE IN LOUISVILLE, WITH A FOCUS ON OUR MOST ECONOMICALLY CHALLENGED NEIGHBORHOODS**
- **ENHANCE ACCESS TO QUALITY OUT OF SCHOOL TIME PROGRAMS**
- **ENHANCE THE QUALITY OF INTERVENTION WITH INDIVIDUALS AND FAMILIES AT FIRST SIGN OF RISK**
- **INCREASE OPPORTUNITIES FOR RETURNING CITIZENS**
- **CONDUCT ANNUAL QUALITY OF LIFE SURVEYS**

SUPPORTING INITIATIVES

ESTABLISH A PARENTAL AND CAREGIVERS ENGAGEMENT TASKFORCE to focus on helping to enhance parental assets, thereby improving the quality of time parents spend with their children. Additionally, working to equip parents/caregivers with the tools and skills they need to become better advocates for their children. (Started 2013)

PARTNER WITH JEFFERSON COUNTY PUBLIC SCHOOLS to help parents ensure children are showing up to school ready to learn. Work to renew focus on high quality early childhood education and kindergarten readiness, as well as working to increase the percentage of students graduating from high school on time and ready for college and/or a career. (Started 2013)

INCREASE PROGRAMMING AT LOUISVILLE METRO COMMUNITY CENTERS to build youth resilience and engagement through enhanced programming and increased partnerships. (Started 2013)

INCREASE THE NUMBER OF NEIGHBORHOOD WATCHES in targeted areas by 20-50% and expand their scope to include community engagement for the purpose of engaging more citizens at the neighborhood level. (Winter 2013)

ESTABLISH A YOUNG ADULT FATALITY REVIEW COMMITTEE to identify gaps in resources and services for youth and young adults ages 18-30. (Winter 2013)

EXPAND ENTREPRENEURSHIP IN ECONOMICALLY CHALLENGED NEIGHBORHOODS by partnering with Greater Louisville Inc.'s Enterprise Corp and Louisville Metro's Departments of Economic Growth and Innovation and Community Services and Revitalization to host seminars for potential entrepreneurs from economically challenged neighborhoods. (Spring 2014)

PROGRESS TO DATE

	VPWG RECOMMENDATION	STATUS
1 Community and Family Building	Promote a safe and healthy environment	Hired Assistant Director for Recreation at Metro Parks in April 2013 to focus on increasing programming in Metro community centers
	Promote a safe and healthy environment	Increased resources to Metro Parks Community Centers by identifying funding to update computer systems in July 2013
	Promote a safe and healthy environment	Secured resources to increase the number of Neighborhood Watches with a focus on divisions 1, 2 and 4
2 Education	Increase post-secondary attainment and graduation	Partnered with JCPS Leadership to support better educational outcomes
3 Employment and Economic Development	Increase SummerWorks placements	Increased funding for SummerWorks program—raised funds to employ 1800 youth over summer 2013
	Increase post-secondary attainment and graduation	Creating College and Career Corners at Louisville Metro Community Centers to provide access to higher education and job training resources
	Target private-sector investment asset corridors	Assembled land in targeted areas to promote economic development in West Louisville
4 Health and Social Wellness	Select and implement a formal, evidence based suicide prevention strategy	Created a Suicide Prevention Work Group to develop strategies to decrease the suicide rate across the community
	Implement community crisis response team	Established the Community Crisis Response Team to provide crisis intervention and connections to health services in the aftermath of a disaster
5 Juvenile and Criminal Justice:	Address how the adult and juvenile justice system can impact the goal of reducing violence	Established the LMPD Chief's Youth Advisory Committee to encourage open dialogue between LMPD and high school youth
	Provide appropriate interventions for individuals at the time of initial contact with the system	Focus on providing successful reintegration of individuals returning to the community
	Focus on providing successful reintegration of individuals returning to the community	Piloted a Fatherhood program at Metro Corrections in partnership with COPES, Inc. to help inmates positively address substance abuse and mental health disorders
	Promote a safe and healthy environment	Joined Cities United, a national movement led by mayors to reduce the violence among black men and boys
	Promote a safe and healthy environment	Received a Project Safe Neighborhoods Grant that supports the LMPD Viper Unit, the creation of Community Accountability Boards, the creation of a cease fire program, and the expansion of Restorative Justice practices

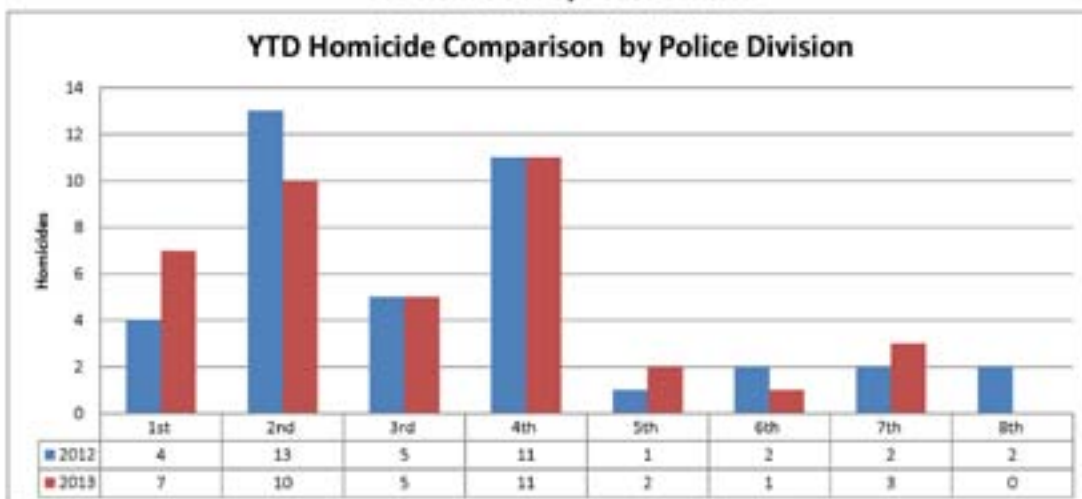
DEVELOPMENT OF FOCUS AREAS

While crime exists in all Louisville neighborhoods, some neighborhoods experience violent crimes at a higher rate. Crime, unemployment, and graduation data will help guide the work to targeted neighborhoods during the early phases of the Blueprint.

Focusing energy and resources on youth (ages 0-11), juveniles (ages 12-17), and young adults (ages 18-30) should lead to an overall reduction in all violent crimes across the city and create better outcomes for targeted populations.

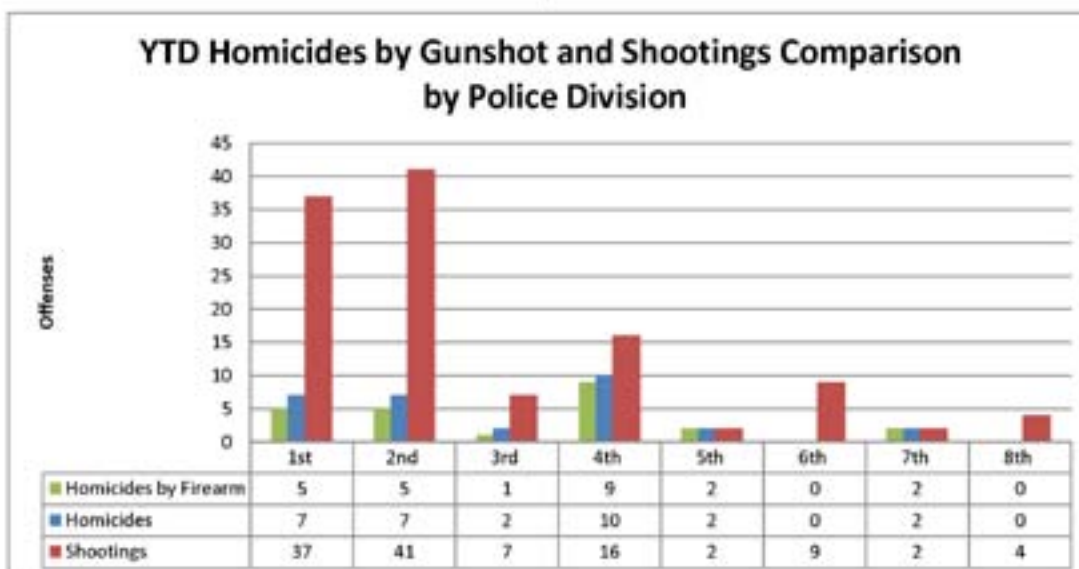
YEAR	AGGRAVATED ASSAULTS	GUN INJURIES	HOMICIDES	SUICIDES	OVERDOSE
2012	2,425	200	62	96	135
2013 through 10/23	1,667	161	42	65	71

YTD Homicides by Police Division



DATA THROUGH 9/2013

YTD Homicides by Police Division



YTD Homicide Victim Demographics

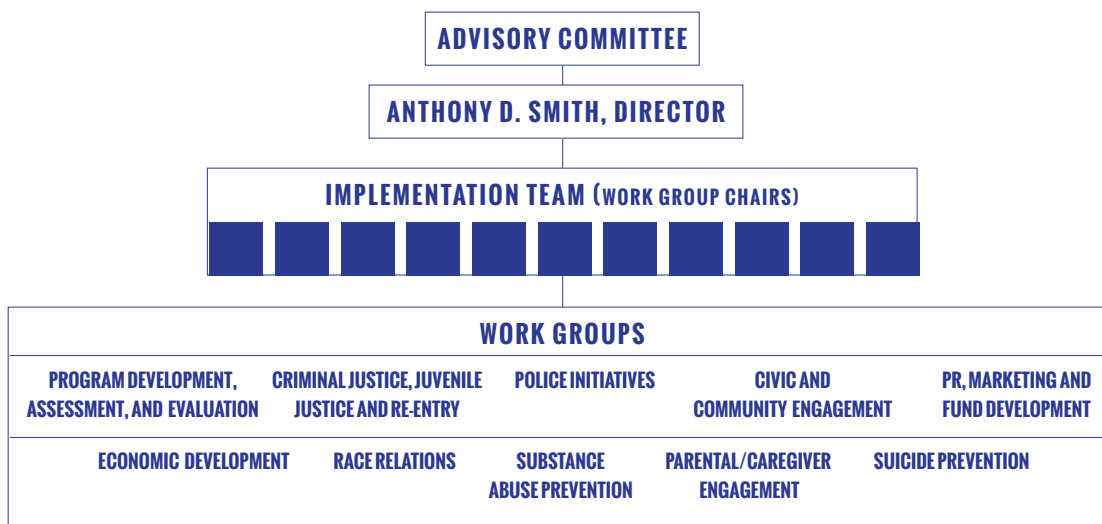
Race Category	2012		2012 YTD		2013 YTD	
White	17	27.42%	9	22.50%	13	33.33%
Black	45	72.58%	31	77.50%	26	66.67%
Asian/ Pacific Islander	0	0.00%	0	0.00%	0	0.00%
American Indian / Alaskan Native	0	0.00%	0	0.00%	0	0.00%
Total / YTD	62		40		39	
Gender Category	2012		2012 YTD		2013 YTD	
Male	48	77.42%	31	77.50%	30	76.92%
Female	14	22.58%	9	22.50%	9	23.08%
Total / YTD	62		40		39	
Age Category	2012		2012 YTD		2013 YTD	
0-10	3	4.84%	3	7.50%	2	5.13%
11-17	4	6.45%	5	12.50%	1	2.56%
18-24	20	32.26%	12	30.00%	10	25.64%
25-34	13	20.97%	7	17.50%	15	38.46%
35-44	8	12.90%	3	7.50%	3	7.69%
45-54	8	12.90%	6	15.00%	2	5.13%
55-64	2	3.23%	2	5.00%	5	12.82%
65+	4	6.45%	2	5.00%	1	2.56%
Total / YTD	62		40		39	
Hispanic Ethnicity	2012		2012 YTD		2013 YTD	
Hispanic Ethnicity	2		2		2	

DATA THROUGH 9/2013

YTD Homicide Arrested Offender Demographics

Race Category	2012		2012 YTD		2013 YTD	
White	9	31.03%	6	26.09%	4	28.57%
Black	20	68.97%	17	73.91%	10	71.43%
Asian/ Pacific Islander	0	0.00%	0	0.00%	0	0.00%
American Indian / Alaskan Native	0	0.00%	0	0.00%	0	0.00%
Total / YTD	29		23		14	
Gender Category	2012		2012 YTD		2013 YTD	
Male	25	86.21%	20	86.96%	13	92.86%
Female	4	13.79%	3	13.04%	1	7.14%
Total / YTD	29		23		14	
Age Category	2012		2012 YTD		2013 YTD	
0-10	0	0.00%	0	0.00%	0	0.00%
11-17	1	3.45%	1	4.35%	0	0.00%
18-24	10	34.48%	8	34.78%	4	28.57%
25-34	11	37.93%	9	39.13%	4	28.57%
35-44	3	10.34%	3	13.04%	0	0.00%
45-54	2	6.90%	1	4.35%	5	35.71%
55-64	1	3.45%	0	0.00%	0	0.00%
65+	1	3.45%	1	4.35%	1	7.14%
Total / YTD	29		23		14	
Hispanic Ethnicity	2012		2012 YTD		2013 YTD	
Hispanic Ethnicity	4		2		0	

GOVERNANCE STRUCTURE



THE ADVISORY COMMITTEE will provide oversight, policy guidance, and will be accountable for moving the work forward. Mayor Fischer will lead the committee, which will consist of key leaders of public agencies, community and faith-based organizations, business leaders and community members. The committee will meet quarterly to assess the implementation progress, receive updated assessments, review committee reports and provide strategic direction to the **Implementation Team**.

THE IMPLEMENTATION TEAM will provide community-wide interagency management and ongoing re-calibration of the plan. This team will be comprised of the chairs from each of the **Work Groups** listed on the next page. The Implementation team will work under the guidance of the Director for Safe Neighborhoods and meet monthly to focus efforts on the most pressing needs and trends.

THE WORK GROUPS will be made up of subject matter experts from community and faith-based organizations and Louisville Metro Staff. Work Groups will meet at minimum once per month.

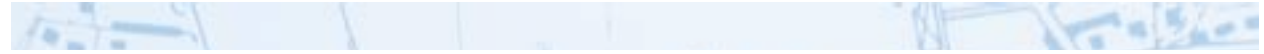
THE FOCUS OF THE WORK GROUPS WILL INCLUDE:

Program development, assessment, and evaluation: will work on developing outcome driven programs as well as evaluating current programs for outcomes and effectiveness

Criminal Justice, Juvenile Justice & Re-Entry: will work to identify opportunities for partnerships and alternative sentencing, will identify programs and opportunities to prevent youth from entering the system, and will identify current re-entry efforts and look for best practices from across the country

Police Initiatives: will work on building stronger relationships between LMPD and community members as well as identifying and encouraging implementation of best practices from across the country

Civic and Community Engagement: will work to promote ways for all citizens to participate in civic and community engagement opportunities, especially youth and young adults from underrepresented areas



PR, Marketing & Fund Development: will develop strategies to promote the Safe and Healthy Neighborhoods initiative, as well as finding ways to partner with local media to assist in changing the narrative, and will explore public and private funding opportunities for Safe and Healthy Neighborhoods efforts

Faith-Based Engagement: will create opportunities for faith-based organizations to have a meaningful role in Safe and Healthy Neighborhoods efforts

Economic Development: will foster innovative partnerships to create economic development opportunities in underserved communities

Race Relations: will work with the Human Relations Commission, the Center for Health Equity and others to enrich relationships across racial lines

Substance Abuse Prevention: will work on strategies that provide comprehensive and effective substance abuse prevention outcomes for the community and build awareness of prevention and treatment programs

Parental/Caregiver Engagement: will identify programs that empower parents and provide opportunities for enhancing the parent-child relationship, while also stressing the importance of parental involvement in schools

Suicide Prevention: will develop strategies to decrease suicide rate

IMPLEMENTATION

IMPLEMENTATION WILL BE GUIDED BY THE FOLLOWING PRINCIPLES:

Results Orientation: Commitment to common results and indicators for the city as a whole, and developing a schedule and method to track progress.

Emphasis On Effectiveness And Efficiency: Increase and systematize coordination and collaboration by forging new partnerships and pooling/aligning resources.

Target Resources: Identify available resources to fund Safe and Healthy Neighborhoods projects.

Representation: Everyone will have a role and a voice—we will increase resident and neighborhood engagement and build positive connections.

Engage Leadership: Identify champions from the public, private, nonprofit, faith, and grassroots sectors

Balance: Utilize an overall approach that balances personal accountability with mutual assistance – neighbor to neighbor, parent to child, government to resident, youth to community, community- or faith-based organization to member or beneficiary.