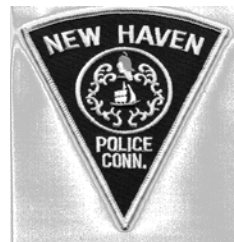
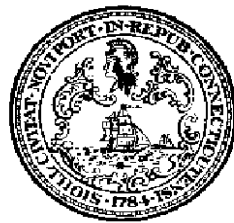


Report of the Ad Hoc Violence Reduction Group

City of New Haven

August, 2001



Yale University



University of New Haven



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Introduction

The number of serious crimes reported in the City of New Haven has dropped over 55% in the last ten years and continues to fall. The Department of Police Services is building and strengthening partnerships with the community, with other agencies in the criminal justice system, and with health and social service agencies to expand and enhance its Community Policing model. Citizens feel safer in their homes and neighborhoods than they did a few years ago

However, an unacceptable level of violence, especially gun violence, occurs in many neighborhoods. Nationally, there has been a leveling off of crime, and even an increase in many cities in the past year.

At the invitation of Mayor John DeStefano, Jr. a group of criminal justice system and community leaders came together recently to explore concrete, short-term strategies to engage the community in efforts to further reduce violence in the City of New Haven, building on and extending the work of Community Policing (see list of participants in Attachment 1).

The group met during three sessions to review crime trends and data on the many ongoing initiatives to address violence, discuss the underlying issues, and devise specific strategies that can be implemented in the short term to reduce the level of violence. The strategies are based on a public health model of violence reduction, strengthening existing and building new community partnerships to reduce risk factors contributing to violence and to strengthen protective factors contributing to prevention of violence. New and existing partners would accept responsibility for implementing and sustaining these strategies.

Overall Findings

The group of leaders reviewed extensive data on crime, as well as information regarding underlying risk factors that contribute to community and family violence. The group also reviewed the efforts of existing programs in New Haven. Data and information is briefly summarized as follows:

- Overall serious crime (UCR Part I) has decreased by 55% since 1990 when 21,000 incidents were reported to 9,455 incidents in 2000. Comparable decreases occurred statewide and notably in Hartford and Bridgeport.
- The number of murders increased from 12 in 1999 to 18 in 2000, a cause for concern. A review of murders over three years (1998-2000) revealed that 75% involved firearms, 41% were drug-related, 68-86% involved acquaintances, and 73% involved group members (but only 32% of incidents group-related).

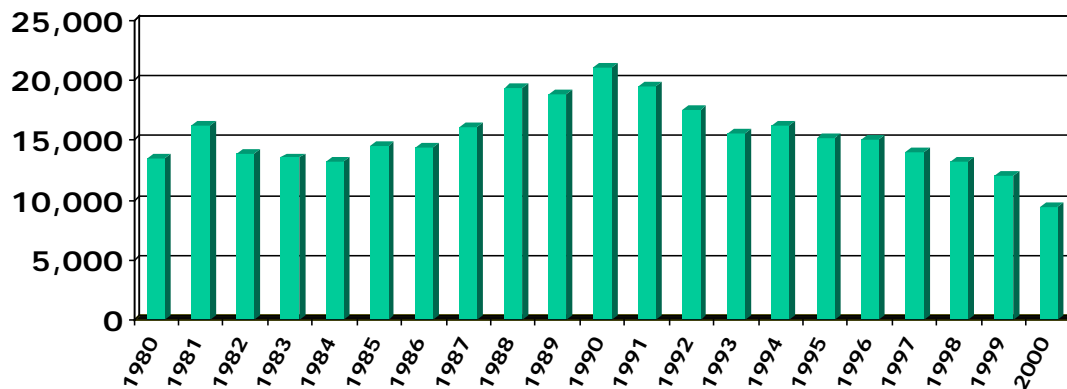
- Violent gun crimes have decreased 53% since 1996. In 2000, there were fewer than 400 violent gun crimes in New Haven.
- Gun crime is highest among males with prior felony convictions (in New Haven there are 4,730 probationers, 127 parolees, 3,148 released prisoners (1/98-5/00)). More than one-third of gun crime perpetrators are on probation. African-American males 15-21 disproportionately represented (95% male; 85% age 15 to 29, 73% African-American).
- Extensive efforts are underway to address violence from several fronts (see Attachment 2):
 - Community Policing, including Law Enforcement Partnerships and

New Haven Residents' Perceptions of Crime

- 55% of residents very or somewhat fearful of crime in City (47% in neighborhood)--lower than 11 of 12 comparative cities
- 49% said crime/safety what they dislike most about New Haven
- 82% responded that illegal drug use is a major problem, 71% responded that violent gun crime is a major problem
- 23% cited people carrying and using guns as the neighborhood condition that **most causes them to feel less safe** (the top issue cited)
- 73% reported hearing gunshots in previous 12 months, 21% reported these to police
- **YET, 66% of residents were positive or very positive about New Haven**
- **AND 79% of New Haven residents reported being satisfied or very satisfied with neighborhood quality of life**

Source: Spectrum Associates Survey, 1999

UCR I Crimes Reported, New Haven, 1980-2000



Institutional Partnerships such as the Child Development-Community Policing Program with Yale Child Study Center

- Many Court-based Programs (e.g. Drug Court, alternatives to incarceration)
- New Haven School-based Programs, including the Social Development curriculum, School Resource Officers, and Truancy Prevention
- Community efforts, including block watches and management teams and Empower New Haven efforts

The group made the following observations in response to the data presentation:

- Few crimes are random assaults and robberies.
- Issues driving violence can be summed up as: *Guns, Drugs, and Relationships*.
 - Issue on guns is that people still feel they need them, and this outweighs the potential risks
 - Probationers are committing a lot of crimes, but existing programs are doing much to reduce recidivism
- Lack of support and nurturing for children and youth in New Haven homes may be a significant contributor to the violent crime level in New Haven.
- Perception is a substantial issue in violence reduction. Successes (such as the U.S. Attorney's Office gun program and the Child Development-Community Policing program) need to be conveyed to the community (see box on perceptions).
- Many factors can reduce violence: police presence, education, and alternatives for youth (mentoring, sports, etc.) and ex-offenders (job training).
- Rather than relying on one short-term action with minimal impact (i.e., arresting a greater number of individuals), violence reduction in New Haven requires a complex, integrated series of approaches (i.e., public health perspective).
- Community-based solutions that make families feel less isolated in dealing with violence are critical in reducing violence. To take advantage of the existing community structure, violence reduction will require mobilization of the existing structures and supports that are already in place in New Haven neighborhoods (i.e., enhance community-based policing), using public, private, and nonprofit resources.
- Many effective strategies are underway. New Haven is challenged to ensure close coordination and communication of these efforts.

Proposed Strategies

The group broke into smaller work groups to analyze the data and devise strategies to address the most pressing issues. These work groups identified four areas of short-term interventions with the potential for measurable impact on the level of violence in the community:

- 1. Reach out to youth and young adults in specific neighborhoods who are disconnected from the mainstream economy through a partnership offering them real alternatives to the life on the street and assistance in changing their lives**
- 2. Improve communications across partners involved in violence reduction and between the criminal justice system and the community**
- 3. Expand and enhance the criminal justice system's efforts at collaborative case management for juvenile and adult offenders**
- 4. Reach out to the faith community to encourage increased engagement in community outreach to reduce violence**

Each strategy is described in detail below with indications of responsibilities, resource requirements, outcome measurement, and timeframes.

1. Reaching Out to Disconnected Youth

BACKGROUND

With 6,800 New Haven area residents currently on probation and 1,500 state residents on parole, many of them age 25 and under, the issue of troubled youth and young adults looms large in the overall criminal justice picture. The issue is most pronounced in the more impoverished neighborhoods.

Chief Wearing provided a profile of this affected population from a police and also a personal perspective based on his experience with the youth of Eastern Circle. Through extensive interactions with these youth, he has come to understand that while some adolescents and young teens resist the influence of illegal activity among their peers, it becomes harder and harder to do so as these kids enter post-high school years. Without a positive, tangible intervention, these young adults are left with few real options other than the drug-selling lifestyle of those around them. Early intervention, combined with additional vocational training and job readiness programs for older kids, will be crucial in addressing this problem.

Empower New Haven has supported the models that STRIVE and the Community Action Agency of New Haven (CAA) have created, which have been successful with limited groups of young adults based on voluntary (non-court-mandated) participation.

Other partners need to be drawn into this discussion, including the Housing Authority (and its Families First program), NAACP, Board of Education, Regional Workforce Development Board, and others.

The group observed and discussed the practical division between needs and resources in the 13- to 16-year-old population and the 17- to 25-year-old population--judges can order the former population but not the latter population to return to school, for example.

Additionally, the observation was made that although the most amenable target populations for job training programs would likely be those who have succeeded in resisting illegal behavior, more resources for such programs exist for youth currently in the justice system.

It was agreed that the older subgroup provides a uniquely difficult set of challenges to mobilization from outside, though such outreach is not impossible. Short-term strategies should focus more on the 13- to 16-year age group as this group would be more amenable to intervention from outside agencies. A later, longer-term strategy would need to be developed to deal with older youths.

RECOMMENDATIONS

1. Identify potential “hot spots” of disconnected youth in New Haven, such as Eastern Circle, based on the existing network of relationships of the NHPD, to conduct outreach for “pilot program” model this summer.
 2. Develop a complete picture of existing organizations that offer or are equipped to offer outreach opportunities in those areas. Groups like the NAACP, Family Alliance, and the ‘asset managers’ of housing properties should be enlisted in this effort. Seasoned case managers may be particularly helpful in this difficult type of outreach.
 3. Offer temporary labor opportunities in the short term, either through the NHPD or other city agencies, RWDB, and CAA, to provide tangible and credible work alternatives to disconnected youth.
 4. Develop additional job-training opportunities, for youth both inside and outside the criminal justice system, in conjunction with the existing work of Regional Workforce Development Board. Evaluate the effectiveness of such programs, tailored to the unique needs of the “hot spots” chosen, for expansion elsewhere in the community, as part of a longer-term strategy.
- **Resources:** Resources from existing agencies will have to be identified for the initial implementation of the pilot.
 - **Outcome Measurement:** The number of youth engaged and their progress in achieving educational and employment objectives and avoiding involvement in the criminal justice system will be tracked as the major outcomes of this work.
 - **Timetable:** Before a more structured program is created this fall, additional groups must be brought into the discussion. Along with the existing members, representatives of the Regional Workforce Development Board, STRIVE, Job Corps, CAA, Family Alliance, Alliance for Stronger Communities, Housing Authority, NAACP, and the Board of Education should be present. These meetings have begun.

2. Communications

BACKGROUND

The group identified communications as a major challenge and opportunity. Just within this group of very involved individuals, some were not aware of many of the initiatives underway and of the progress in crime reduction. Communication is needed across several levels:

- Communication between those in the criminal justice system and the community
- Communication of the many initiatives and programs aimed at crime and violence reduction to a wider local and regional audience. This audience can be further subdivided among people involved in the systems in question, civic leaders and elected officials, youth, families, the general public (city residents, suburban residents)

Some of the efforts underway offer a starting point. Based on participants' feedback, the Citizen's Police Academy was cited as a major success in communicating the workings of the Police Department, the concepts of community policing and youth-oriented policing, and the challenges police face. Press coverage has improved somewhat in recent years, with a more balanced approach to the coverage of crimes evident. Efforts could expand on the success of an informal meeting of judges with the Newhallville Management Team.

RECOMMENDATIONS

The group proposed the following specific initial strategies for increasing communications regarding crime reduction and violence efforts:

1. Develop an **accessible citizen pamphlet** or newsletter on all resources and services related to crime and violence reduction, including Project One-Voice, TimeZup, and youth programs of the police department and schools.
2. Schedule a breakfast **briefing with members of the press and community leaders** to present the data the group has assembled to ensure that the press are aware of the full breadth of initiatives and the partnerships in violence reduction and the progress made.

Another recommendation of the Communications Subcommittee that may warrant further exploration is mounting a grassroots campaign to **explain the workings of the criminal justice system** and the resources available with the goal of increasing understanding of the system by citizens as well as providing feedback to the system. This could include the following components:

- a. Informal meetings between judges and prosecutors with Management Teams to communicate perspectives, explore common concerns and identify system issues that need to be addressed.

- b. Increased outreach to Block Watches and Management Teams and from them to other groups in the neighborhoods to discuss what is going on to prevent violence and to get input.
- c. Activate the **Public Safety Subcommittees** of the Management Teams as called for in the Police Department Strategic Plan to increase and focus neighborhood level dialogue over security issues.
- d. Increase the frequency of the Citizen Police Academy classes so that more neighborhood leaders can benefit from this experience.

The Subcommittee also recommended for future consideration that partners develop a **Partner Network** through which programs, accomplishments, and events can be publicized across all partners in the effort and collaboration can be facilitated. This would contribute to the sense of unity and an appreciation of the scope of positive activity. This could be facilitated through the Police Department web site, an e-mail listserv for those with access to the Internet, and a brief newsletter or update flyer for other partners.

- **Who Needs to Be Involved:** The Neighborhood Services Division and the Public Information Office of the Police Department would be asked to take the lead in organizing this work.
 - The Social Development program of the NHPS may have resources in the short term that could be tapped to produce materials.
 - Other entities that should be involved include:
 - The City press liaison,
 - The NHPS Public Information Office,
 - Yale Child Development-Community Policing program (with National Center for Children Exposed to Violence)
 - Empower New Haven (based on the strong interest in improving safety in the EZ neighborhoods)
 - Market New Haven (in their effort to change perceptions of the City)
 - The Yale Public Information Office and Visitors' Center
 - Management Team and Block Watch leadership
 - The State Judicial Dept can be asked to take the lead in setting up some of the neighborhood dialogue meetings with the Management Teams
- **Resources Needed:** The meetings and the Public Safety Subcommittees will require staff time to set up (consider partners sharing responsibility for this). The pamphlet will require production and printing (Social Development or private donor). The Web site and listserv for the Partner Network will require staff resources to set up and maintain (the Police Department will require assistance to support this work). The Citizen Police

Academy will require staff time and facilities—this could possibly be packaged as a fundable activity within the Neighborhood Training Institute of the Community Foundation or Empower New Haven.

- **Outcome Measurement:** The impact of this effort can be measured through neighborhood-based surveys of residents or of active Management Team members before and after the initiative. Activity measures will help to gauge the scope of the project if not the impact. Measures that can be explored include: meetings that take place, attendance at those meetings, and the amount of press coverage of positive initiatives, hits on the web site from New Haven.
- **Timetable:** The pamphlet should be produced and the Community / Press Breakfast scheduled by the end of the summer. Meetings with Management Teams can begin in the fall.

3. Collaborative Case Management for Juvenile and Adult Offenders

BACKGROUND

This collaborative effort predates the creation of the Violence Reduction Group. In 1998, the National Institute of Justice named Connecticut one of five U.S. Attorney's Districts to participate in the Strategic Approaches to Community Safety Initiative (SACSI). New Haven chose to focus its project on gun possession, gun violence and perceptions of community safety.

From the inception of the project core group participants have included:

- U.S. Attorney (John Marrella, Peter Markle)
- New Haven Department of Police Service (Chief Wearing, Assistant Chief MacDonald, Judith Sklarz)
- CT Office of Adult Probation, New Haven (Michael Houston, Eduardo Palmieri)
- CT Office of Juvenile Probation, New Haven (Richard Aldridge, Michael Zuccarrelli)
- CT Department of Corrections (Elaine Pacheco)
- ATF Connecticut (Michael Turman)
- Spectrum Associates, Research (Elliot Hartstone, Dorinda Richetelli)

In addition the following have participated regularly in Offender Meetings

- Regional Workforce Development Board (Freeman Holloway)
- Substance Abuse (Pedro Delgado, recovering substance abuser)
- New Haven Adult Education

Additional services providers could be added as appropriate.

Within the larger project, there are several components.

- *Project One Voice* is a collaborative effort among probation, parole and the NHPD. Persistent offenders' behavior is monitored based on conditions of release. Probation officers' caseloads have recently been assigned geographically, so that District Managers and Patrol Officers are better able to observe behavior. Home visits and measures to determine compliance with conditions of release are recorded for review by Probation or Parole Officer. Offenders may be sanctioned or returned to prison for non-compliance.
- *TimeZup* is a collaboration that seeks the most effective prosecution of an arrestee, as well as monitoring the behavior of known troublemakers, who are currently not under supervision. State and federal prosecutors determine whether state or federal jurisdictions will produce the best adjudication for those arrested for gun related crime.
- *Drugfire* is a program in which weapons seized are test-fired by the State Police Laboratory and catalogued to research whether guns have been used in multiple offenses.
- Substations are used by both adult and juvenile probation for meetings with clients.
- NHPD School Resource Officers maintain contact with juvenile probationers in schools.

Communication across partner agencies is an important feature of these initiatives. There are four regularly scheduled meetings for this group: (a) law enforcement project participants meet weekly at a neighborhood sub-station to discuss *TimeZup* prosecutions, *One Voice* issues, and related topics; (b) NHPD Intelligence and others meet weekly to discuss strategies to monitor and apprehend the most violent offenders; (c) Probationers and parolees are required to attend monthly offenders meetings which include a “carrot and stick” approach (this meeting rotates among various policing districts); and (d) monthly core group meetings are held to discuss overall project achievements and adjustments needed.

RECOMMENDATIONS

The following specific new directions are recommended to enhance these ongoing efforts:

1. Pursue application for funds with the Regional Workforce Development Board under *The Young Offender Initiative: Reentry Grant Program* (DOJ, DOL, HSS). Up to 25 grants of \$3.1 million are available for a two-year period. This targets youth ages 14-35 who have been incarcerated and is intended to provide case management as well as substance abuse, mental health, job training and other services to ensure a positive long term outcome and reduce the risk of re-offending.
2. Develop a 'meet and greet' program for newly released prisoners with Department of Corrections' staff and NHPD District Managers to make them aware of community expectations and positive alternatives. This will be enhanced by:
 - a. Assignment of probation officers on a geographic basis to promote teamwork across agencies.
 - b. Tightening the timeframe for connecting with returning prisoners, including an assessment before release.

- c. Printed materials to convey the message that people are working together – community and agencies—to monitor behavior.
3. Support ATF's *Project Lead*, in which ATF will catalogue all weapons currently in NHPD property room, trace their origin, and seek to prosecute any illegal seller of weapons.
 4. Publicize Project One Voice and TimeZup to the community; publicize domestic violence probation officer and increased sex offender supervision.
 5. Apply for a “gun prosecutor” using the community prosecution model.
- **Resources:** Most activities are done within each agency's existing budget. For example, probation officers working on *Project One Voice* volunteer to change their work hours. Currently, NIJ provides a small amount of funds to support a research component. Research has proved to be an important component for goal setting and benchmarking. Once NIJ's funding is used, there is no replacement.
 - **Outcome measurement:** It is expected that the following results will be achieved in the long term:
 - Reduction in the number of violent crimes, particularly those involving guns
 - Reduced recidivism among prior offenders
 - Reduced violations of sanctions or conditions of release among probationers and parolees
 - Improved perceptions of safety among residents of the affected areas as well as the general public
 - Increased community investment
 - **Timetable:** The Young Offender Grant activity is underway with the application due in October. The “meet and greet” program is being implemented over the summer. Project Lead is underway with NHPD support.

4. Faith-Based Initiative to Address Community Violence

BACKGROUND

The faith community has a significant role to play in a community mobilization against violence. The group discussed the role of the church in the neighborhood, including the potential to help turn around a culture of violence and the business of drugs. A need for collaboration among the faith community, the police, and groups involved in violence reduction was cited (e.g., a recent presentation to six churches on the domestic violence grant program).

The clergy involved in this discussion believe other clergy have an interest in programs and resources aimed at older kids (14-18) involved in crime, but have limited time.

Possible models for involvement of faith community were explored by the group, including:

- Models of involvement by ministers Boston and Indianapolis
- Building on existing programs in New Haven, including (1) meeting with religious leaders and congregations, police, and professionals on parenting, and (2) the Faith Community Outreach Initiative, which supports domestic violence victims and their families.
- After-school programs for youth
- Production of a sourcebook for parents or other resources for parents with children involved in violence
- Family mentoring, based on the Thomas Merton Family Center model (Bridgeport)
- A normative campaign
- Grandparent respite care
- Research into the source of guns

The “Teen Challenge”, a faith-based anti-drug effort underway in New Haven supported by Fighting Back, was cited as a local model that should be examined as well.

RECOMMENDATIONS

The Administration and Police Department should work with religious organizations to present a conference or workshop on faith-based initiatives to reduce violence, with a focus on 14-18 year olds. The workshop will encourage collaboration on the neighborhood level among the faith community, police, and others involved in reducing violence.

Rev. Eugene Rivers from the Boston 10 Point Coalition, and Rev. Willie Davis of Baltimore, who is involved in a mental health initiative and has worked with the Yale Child Study Center, will be invited to present their views to the group. A facilitator, perhaps a local clergy person, will be needed to draw out ideas on future actions.

- **Who Needs to Be Involved:** Organizations such as the New Haven Clergy Association, Interfaith Cooperative Ministries, Elm City Congregations Organized, etc. An effort to encourage the involvement of police officers already active in their churches should be explored.
- **Resources:** The workshop will require staff time from the City. Some funds will be needed to bring in outside speakers and for the facility and food.
- **Outcome Measurement:** As this is not a direct violence reduction effort, the success of this initiative will be measured, in part, by the degree to which members of the faith community choose to follow up on these efforts. A faith-based effort in Boston is credited with reducing violence involving young people.
- **Timetable:** Work should begin immediately, with a goal of hosting the workshop by late summer. Follow-up work will then be needed by the Police Department, Mayor’s Office and CAO’s Office to provide support to conference attendees who wish to follow up on the ideas generated at the workshop.

On a longer-term basis, the NHPD has begun preliminary discussions to obtain funds through the U.S. Department of Justice COPS Office "Value-Based Initiative". Funds would be used to conduct outreach to the faith community and improve dialogue between clergy and law enforcement; provide training and education to faith-based groups in violence prevention; and expand the existing domestic violence awareness program with the faith community.

Conclusion

The group that developed these strategies recognizes that reducing the level of violence in our community will require a mobilization and focus of effort that goes beyond traditional notions of policing and criminal justice. This brief effort served its purpose of bringing together the lead agencies in the criminal justice system and community leaders to step back from their daily work, review recent trends and programs in place, and devise a set of specific strategies to:

- Build on the Community Policing model,
- Engage the wider community in a broad effort to reduce violence, and thereby
- Take New Haven's violence reduction efforts to a new level.

In the process, many new connections were made across agencies and communities, and many seeds of new ideas were planted.

The challenge in the coming weeks and months is to ensure that these strategies move forward and are implemented and the results measured. The group will reconvene in the late fall of 2001 to review progress and determine what adjustments might be needed to ensure success.

Attachment 1: Participants in the Violence Reduction Group

Mayor	John	DeStefano, Jr.	City of New Haven
Chief	Melvin	Wearing	Department of Police Services
Mr.	William	Carbone	Executive Director, State of Connecticut, Court Support Services Division
Dr.	Steven	Marans	Director of Trauma Studies, Yale Child Study Center
Ms.	Katrina	Clark	Executive Director, Fair Haven Health Clinic
Ms.	Cecilia	Wiederhold	Supervisory Assistant State's Attorney
Dr.	Reginald	Mayo	Superintendent of Schools
Dr.	Mario	Gaboury	Assoc. Professor, School of Public Safety & Professional Studies, University of New Haven
Mr.	Roger	Joyce	Chairman, Empower New Haven, Inc,
Mr.	Frank	Redente	Operations Director, Farnam Neighborhood House
Ms.	Linda	Townsend-Maier	Block Watch and Management Team Member
Mr.	John	Marrella	U.S. Attorney's Office
Ms.	Sheila	Bell	Acting Community Services Administrator, City of New Haven
Ms.	Carolyn	Bove	Planner, New Haven Police Department
Detective	Mark	Califiore	Local 530
Pastor	Shirley	Davis	New Haven Clergy Association
Mr.	James	Farnam	Holt, Wexler & Farnam, LLP
Asst. Chief	Douglas	MacDonald	Department of Police Services
Ms.	Jennifer	Pugh	Deputy Chief Administrative Officer
Mr.	James	Horan	Chief Administrative Officer
Ms.	Dee	Speese-Linehan	Vice Principal, Social Development Program, New Haven Public Schools
Mr.	Larry	Young	NAACP
Mr.	Maurice	Williams	NAACP
Ms.	Judy	Sklarz	Planner , New Haven Police Department
Ms.	Judy	Mongillo	Public Information, New Haven Police Department
Ms.	Catherine	Sullivan-DeCarlo	Director, Communications, New haven Public Schools
Dr.	James	Lewis	Associate Research Scientist, Yale Child Study Center
Reverend	Robert	Newman	Pastor, Sacred Heart Church

Communications Committee

Judy Mongillo, Department of Police Services; Catherine Sullivan-DeCarlo, New Haven Board of Education; James Horan, Chief Administrative Officer; Louis Campbell, Social Development Office, New Haven Board of Education.

Case Management for Youthful and Adult Offenders Committee

John Marrella, Peter Markle, U.S. Attorney; Chief Wearing, Assistant Chief MacDonald, Judith Sklarz, New Haven Department of Police Service; Michael Houston, Eduardo Palmieri, CT Office of Adult Probation, New Haven; Richard Aldridge, Michael Zuccarrelli, CT Office of Juvenile Probation, New Haven; Elaine Pacheco, CT Department of Corrections; Michael Turman, ATF Connecticut; and Elliot Hartstone, Dorinda Richetelli Spectrum Associates.

Disconnected Youth Committee

Sheila Allan Bell, Community Services Administration; William Carbone, CT Court Support Services; Eduardo Palmieri; CT Adult Probation; Jim Horan, Chief Administrative Officer; Lex Paulson, Chief Administrative Officer Intern; Mike Houston, Chief Probation Officer; Melvin Wearing, Chief of Police; Judy Sklarz, NHPD; Sherri Killins, Empower New Haven.

Faith-Based Initiative Committee

Attending: Pastor Shirley Davis; Dr. James Lewis, Yale Child Study Center; Father Bob Newman, Sacred Heart Church; Judy Sklarz, Department of Police Services; Lex Paulson, Chief Administrative Officer Intern.

Attachment 2: Brief Listing of Existing Efforts to Reduce Crime and Violence in New Haven

Police Department Strategic Plan

- Decentralization to District and Beat
- Increasing diversity: Police officers reflect community (51% of officers either African-American, Latino, or female)
- Training (Police Academy, CD/CP)
- Police Academy -- Improving training in problem-solving techniques
- CD/CP: Practice based on child development, new protocols
- Improved use of crime data
- Internal Departmental and Team Meetings
- New technology
- Integrated Dispatching
- Computers in the field / Automatic Vehicle Locators
- Youth Oriented Policing: Guiding philosophy of the Family Services Division

New Police Tools, Tactics, and Resources

- Developing annual district-based public safety/crime reduction goals and measurable objectives.
- Established Citizen's Police Academy
- Assigning certain plain clothes personnel by neighborhood to support community problem-solving
- Increase community access to information and NHPD resources (web site, participation in planning)
- Best practices guide for problem-solving initiatives
- Making community resource information more accessible
- Crime Prevention Through Environmental Design (CPTED)
- Developing internal capacity

Law Enforcement Partnerships

- Increased communication and collaboration across local, federal and state agencies: US Attorney / FBI / ATF / State's Attorney / CSSD / Probation / Parole / Courts/ Corrections / Local Police
 - TimeZup for Gun Crime
 - Project One Voice
 - Drugfire

Problem-solving Partnerships with the Community

- Community Management Teams:
 - Establishing Public Safety sub-committees in all Community Management Teams
- Neighborhood Services Unit and Victim Services Unit
 - Block Watch support
 - Resource to officers and the community
- Livable City Initiative collaboration with Dept. of Police Services targeting blighted properties that are 'hot spots' for criminal activity through enforcement of Nuisance Abatement Laws

Partnerships with Schools

- School Resource Officers
 - 7 FT Officer in Middle and high Schools, Beat Officers visit all schools
 - Broad involvement with school and specific students
 - "Guns Are Not Toys"-
 - 5th grade Curriculum to change student attitudes about police and guns
- Truancy / Dropout Prevention
 - School/Police Teams make sweeps and home visits
- Guns Are Not Toys
- Police Athletic League
- Safe Corridors
- Evening Coverage & Follow-up
- Coordination with Juvenile Probation
- Mentoring Program
 - 75 officers engaged with at-risk students
- Young Adult Police Commissioners

Child Development-Community Policing

- Model of collaboration between law enforcement, school staff, juvenile justice and mental health professionals
 - Unique opportunity to understand the relationship among victimization, traumatic stress syndrome and violent behavior
 - Development of more effective interventions for children and families
 - Coordinates services from participating agencies to reduce the burdens of violence on children and families
- Main CD/CP Components
 - Training and Fellowships
 - 24 hours of seminars and observations for officers and

new clinicians in principles of child development and human functioning as it applies to policing (Entire police dept, patrol officers and juvenile probation officers received CD/CP training)

- Ongoing training in Child Development
- Clinician “Ride-Alongs”
- Fellowships for Police Supervisors
- Fellowships for Clinical Faculty
- Consultation Services- acute / non-acute (since 1991, more than 4,000 children and their families received CD/CP services)
- Children exposed to violence
- Conferences
- Weekly Program Conference
- Case Conference
- CD/CP Partnership Initiatives
 - Domestic Violence Initiative
 - New strategies and protocols developed for use in Domestic Violence and Juvenile Crime
 - On-going police/mental health follow-up through home visits
 - Coordinates law enforcement and social services with a focus on victim safety
 - YCSC chosen as National Center for Children Exposed to Violence

Court-based Programs

- Drug Court- non-violent offenders
- Domestic Violence Docket
- Family Violence Education
- Mediation
- Alternative Incarceration Center
- Project MORE
- Alternative Sanctions
- Community Service
- OASIS
- Intensive Youth Services
 - Project APOYO – Latino youthful offenders
- Adult Services
- Substance Abuse treatment, other services

New Haven Public School Initiatives

- Social Development Program
 - Comprehensive K-12 curriculum
 - Conflict resolution/problem-solving, anger management, avoiding high risk behaviors
- Safe Schools / Healthy Students (3 year, \$8.1 mil.)
 - Intervention with At-risk Students
 - Training and support for school teams
 - Enhanced mental health services
- Social and Health Assessment
- Truancy/Drop-out Initiative
- School-to-Career Initiative
- Community Schools in 19 Schools
- 21st Century Community Learning Center funds

Other Community Initiatives

- Empower New Haven
 - Neighborhood plans /support
 - Job Training, Economic Development
- Fighting Back efforts
 - Families First
 - Faith Initiative
 - Expanding access to drug treatment
- Community-building
 - Neighborhood Program - reclaiming lots, building leadership
 - Community Mediation Programs
 - Regional Cultural Plan - Cultural Development
 - Faith-based Efforts
 - Teen Challenge– 40 support groups
 - ECCO Mobilization
 - NAACP Stop the Violence March and related efforts
- Youth Development Efforts
 - citywide Youth Coalition / YTDRC / City
 - LEAP / CBOs / City Parks and Rec
 - WIA Youth Council
- Data for planning and accountability