Abstract: The Mayor of the City of Detroit has joined forces with a diverse team to address the lingering problem of youth violence within certain neighborhoods. This plan has been created to go along side existing, Federal, State and Local programs and initiatives. This particular plan will be implemented in a three-year period with each year addressing its own strategies and categories of interventions; prevention, intervention, enforcement, reentry. There is no data or evidence on the program’s success yet; therefore it has received a rating of inconclusive. Once data is published then the rating could change. Rochester could benefit from a strategic plan like Detroit with a little more emphasis on gun violence and drugs.

1. Describe the Program or Strategy.

Mayor Dave Bing of Detroit, Michigan has made it a priority to address youth violence within his community. He has assembled a team of stakeholder’s consisting of; nonprofit organizations, advocacy groups, representatives from the juvenile justice system, and other city agencies to address the growing concern for youth violence (Detroit, 2011, p. 2). The group identified four priority areas; adult involvement, education, employment, and law enforcement (p. 2). The framework used for the Detroit Plan was similar to the framework provided by the Department of Justice. Along with the four priority areas there are also four strategy types of intervention: prevention, intervention, enforcement and reentry. A key attribute of this particular plan is that the stakeholders decided to agree to a set of principles to help guide the planning and implementation stage. The Detroit plan is also different from other plans due to the pilot area feature. The planning process was long and specific decisions were made on the types of strategies they were going to reinforce or create. More about the specific strategies, the planning process and the results will be addressed in the following questions. A PDF file of the Detroit plan can be
found at the following link;


2. What type of crime is it intended to prevent or reduce?

The planning team in Detroit wanted to reduce youth violence and improve the social issues that surround violence such as: employment, education and family life. First, the definition that the Detroit planning team used to define youth violence comes from the Center for Disease Control,

“Youth violence refers to the harmful behaviors that can start early and continue into young adulthood. The young person can be a victim, an offender, or a witness to the violence. Youth violence includes various behaviors. Some violent acts—such as bullying, slapping, or hitting—can cause more emotional harm than physical harm. Others, such as robbery and assault (with or without weapons) can lead to serious injury or even death.” (p. 7)

The youth that reside in Detroit are at risk for being a victim, an offender and a witness to many violent acts and the community, through the medium of strategic violence reduction planning, has come up with a plan to potentially reduce the risk and harm. Below in Table One is a quick look at the youth violence data for Detroit.

<table>
<thead>
<tr>
<th>Data: Youth Violence Detroit, MI</th>
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<tbody>
<tr>
<td>• 106 homicides of children, youth and young adult up to 24 years of age in 2010</td>
</tr>
<tr>
<td>• 2007 the homicide rate for youth ages 15-24, was 80.5/per 100,000</td>
</tr>
<tr>
<td>• Between 2007 and 2010, the EMS made 942 calls regarding shootings, stabbings or assaults to youth 15-24 years of age.</td>
</tr>
</tbody>
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Table 1: Youth Violence Data, Detroit, MI (p. 7)

The stakeholders along with the Mayor also addressed violence in schools, poverty, and the fact that minorities are overrepresented in the juvenile justice system (p. 8).
3. Is the program or something similar reviewed on Blueprints for Violence Prevention (http://www.colorado.edu/cspv/blueprints/) or Crime Solutions (www.crimesolutions.gov)?

This particular mode was not reviewed on either site. However, some of the programs and practices they are improving, creating and implementing have been reviewed on Crime Solutions. For example, Restorative justice practices, reentry services, enforcement strategies, and Operation Ceasefire.

4. Is there a clear theoretical foundation?

There is no theory behind violence reduction planning, there are concepts, and frameworks and models that help guide a planning team. However, the programs, preventions and strategies that are generally used can be considered evidence based and therefore are rooted in theory. The Detroit planning team had not really voiced their commitment to evidence based practice. They do not mention evidence based practice as being one of their goals or principles however some of the programs that they planned on building off of are considered evidence based practice. For example, Operation Ceasefire is considered evidence based.

5. Is there a direct, indirect or no clear theoretical link to crime reduction?

The programs and strategies that are being used in the Detroit Strategic plan can have a direct and indirect link to crime reduction. Evidence based programs have a strong link to theory, data and crime reduction and most strategic plans incorporate successful crime reduction programs into their plans.
6. Describe the logic model. Diagram it. How is it intended to reduce crime?

The Detroit plan is broken down into a three-year plan. The diagram below (Table 2) illustrates the overview of each year. The three-year plan outlines the DOJ’s model of prevention, intervention, enforcement, and re-entry (p. 12). The plan is set to work in the pilot areas that have been chosen, see Question 10 for a more detailed summation of the plan and information regarding the pilot areas.

Table 2: Logic Model for Detroit Strategic Plan (p. 12)
7. **Does this program or strategy exist in this community? If yes, what agency is it run through? How long has it been in existence here? How is it funded?**

Strategic violence reduction planning exists in all communities at the national, state, and local level. They can be created and implemented by multiple types of people and the backgrounds of those involved is diverse. There are aspects of this particular Detroit plan that are similar to other plans elsewhere. The principles, stakeholder groups, three year plan, target area and the four priority areas are usually evident in some form within other strategic plans. The evaluation phase is becoming an increasingly popular and necessary aspect for strategic violence reduction.

8. **Does it exist in other communities? If yes, where?**

Strategic violence reduction planning, evidence based practice and many forms of intervention and prevention programs exist in countries all over the country. Some have a national scope while some have a very small local focus just like Detroit. Some more popular plans that exist are in; Seattle, Atlanta, California (Alameda County), and Rochester have done some in the past. Evidence based programs and prevention planning are beneficial to a community when executed correctly and the right team is involved. Dedication, commitment and of course funding are all crucial to the success and sustainability to a program.
9. Does research exist on its effectiveness? Briefly summarize the conclusions.

There is research to show that evidence based practice is sound and crucial to a program's effectiveness and a city's ability to sustain violence reduction however, there is no research done on the effectiveness of the Detroit Youth Violence Prevention plan.

10. Provide a review of the research
a. What was the research design

The group of stakeholders involved in this planning process agreed to follow and uphold a set of principles. The principles are as followed;

1. Changing culture to embrace non-violent conflict resolution
2. Really understand the realities youth face
3. Prevention strategies are always the first choice
4. Prevention strategies must focus on helping youth carve career paths
5. Schools that work
6. Empowered communities
7. Addressing the challenge of crews and gangs (p. 11-12)

Having a set of principles often times keeps the group involved in line and it helps guide the set of strategies and prevention measures that are being used. As noted before, the strategic plan was constructed to be implemented over a period of three years with each year having specific goals to meet. The main strategy that is being used is referred to a systems level strategy. The plans on addressing issues within the Detroit Police Department and to address policy and make changes that
can influence and change law enforcement practices and judicial processes. An emphasis on procedural justice is an example of a change within the police department. Procedural justice is defined as “when the decision making process is fair and there is an opportunity to engage” (p. 13). The officers are having a larger emphasis on the community aspect of their job responsibilities and helping engage offenders with an end result of showing them a new path. Along with an emphasis on procedural justice, other changes include management reorganizing, and changes in the use of force and treatment of prisoners.

The second set of changes is to state laws and policy. The planning team is trying to develop bold polices that will also lead to changes within the system. The following is a list of topics that Mayor Bing and his planning team are hoping to address:

- Curfew
- Advertising
- Youth Engagement
- Bullying
- Safe Routes to School (p. 14).

Keep in mind, that other federal, state, and local agencies have initiated their own enforcement and reentry initiatives however this current strategy is aimed at addressing youth violence therefore, the other strategies should only aid in this one’s success. The already initiated programs are the Comprehensive Violence Reduction Partnership (CVRP), the Comprehensive Anti-Gage Initiatives (CAGI), and the Michigan Prisoner Reentry Initiative (MPRI). In the next section, a discussion on
the pilot area strategy will occur started out by a description of the data in the particular geographic area.

b. Describe the data

The main point of this strategy is to apply the strategic principles and interventions to the “hot spots” where there are elevated levels of youth violence. There are two areas that contain persistent hot spots; Osburn/Denby and Cody (p. 16). These two locations were chosen based on a set “data-based strategic criteria:

- The area has a significant concentration of youth and above average youth violence
- There are assets in place to be mobilized (especially because there are no new funding streams at the moment to support significant additional investments)
- Selecting this area may have a positive domino-effect on other neighborhoods (p. 9).

These two locations are adjacent to each other in the northeast quadrant of the city. They were also chosen based on the fact that the youth often travel back in forth between the two. The strategies that will be implemented in these two communities will be operationalized by creating Community Safety Teams (p. 18). These teams will bring together the agencies and will be responsible for the on the ground movement. There are four types of strategies with about three or four specific measures underneath each category. Below is a representation of the categories and specific actions needed.
1. Prevention Strategies
   a. Restorative justice practices
   b. Launch Operation Safe Passage: Alternatives to Suspension and Expulsions
   c. More and Safe Recreation opportunities

2. Intervention Strategies
   a. Renew operation ceasefire
   b. Use offender forums
   c. Restore community prosecutor program

3. Enforcement And Reentry Services
   a. Links to opportunity
      i. Link youth to jobs and careers

4. Foundations to Success
   a. Aggressive media and marketing strategies
   b. Expand access to resources and services
   c. Expand steering committee (p. 18-22).

   c. Summarize the findings

   Within this report, there is no information about the successes or failures of this strategic plan. Further research would be required to understand the success of the selected programs for Detroit.

11. How would you rate this program or strategy?
   a. Generally recognized as effective
   b. Good likelihood that it is effective
   c. Inconclusive
   d. Probably not effective
   e. Generally recognized as not effective
   f. Harmful or likely to be harmful
12. Explain your Rating

I would personally rate this strategic youth violence prevention plan as inconclusive because we have no idea if the plan has worked. From my research on the various structures and plans out there, this plan seems to fit a lot of the key criteria’s; principles, framework, steering committee, geographic location, data, evidence based practice and a time structured plan. I think that once the Mayor produces a supplementary report with the data and evidence outcomes, we should find decrease in the amount of youth violence.

13. One paragraph summary of the program, the findings and your recommendation.

The Mayor of the City of Detroit has joined forces with a diverse team to address the lingering problem of youth violence within certain neighborhoods. This plan has been created to go along side existing, Federal, State and Local programs and initiatives. This particular plan will be implemented in a three-year period with each year addressing its own strategies and categories of interventions; prevention, intervention, enforcement, reentry. There is no data or evidence on the program’s success yet, therefore it has received a rating of inconclusive. One data is published then the rating will change. Rochester could benefit from a strategic plan similar to Detroit with an added emphasis on gun violence and drugs.