



2020-2023 Strategic Plan

Established in 2015 with support from the Marion County Public Health Department, the Marion County Youth Violence Prevention Coalition represents nearly 60 organizationsⁱ with a shared interest in preventing youth violence in Indianapolis, IN. Today, the Coalition remains focused on its mission to “convene community stakeholders, conduct research, provide leadership, and empower people to create opportunities that build more peaceful homes, schools, neighborhoods, and workplaces.”

In the years since the Coalition was established, violent crime in Indianapolis has increased at such an alarming rate that the Marion County City-County Council formally declared gun violence and violent crime as public health dangers in 2018. At the same time, the Center for Disease Control and Prevention has continued to demonstrate the adverse impact that exposure to violence has on a young person’s lifelong health and wellbeing – an effect that can lead to a generational cycle of violence, trauma, and poor health outcomes. In 2020, the consequences of the COVID-19 pandemic and the public movement to address systemic racial inequities have further exposed the realities of this crisis and its impact on our city’s youth.

With these increasingly high stakes at the forefront, a reenergized Coalition prioritized the development of a focused strategic plan to guide the collective efforts of its members to prevent youth violence in Indianapolis. Under the leadership of the Coalition’s steering committeeⁱⁱ, and with planning facilitation from Taylor Advising, the Coalition’s membership engaged in an inclusive, solution-focused planning process in 2020, anchored by the public health model of youth violence prevention, the expertise of community stakeholdersⁱⁱⁱ, and the momentum of city-wide violence reduction priorities. The following plan is the result of this collaborative effort.

STRATEGIC The Marion County Youth Violence Prevention Coalition activates
FOCUS: community partners to prevent youth violence in Indianapolis
through 2 strategic initiatives:

INITIATIVE #1: Advocate for system-level change

- 1A. Promote a public policy agenda focused on addressing sources of youth violence
- 1B. Lead the community’s messaging around incidents of youth violence and progress
- 1C. Elevate youth voices in violence prevention

INITIATIVE #2: Champion direct support for youth and families

- 2A. Promote trauma informed care for youth
- 2B. Ensure youth of all ages have access to skill development and employment
- 2C. Equip parents and caregivers to meet physical, social, mental, and emotional needs of their families



The Marion County Youth Violence Prevention Coalition

2020-2023 Strategic Plan

STRATEGIC FOCUS: The Marion County Youth Violence Prevention Coalition activates community partners to prevent youth violence in Indianapolis through 2 strategic initiatives: advocating for system-level change and championing direct support for youth and families.

COALITION PRACTICES: To ensure the success of the strategic initiatives included in this plan, the Coalition recognizes the importance of immediately adopting the following practices.

NECESSARY PRACTICES	IMMEDIATE ACTIONS TO INSTITUTE THESE PRACTICES
<p>✓ Clear roles and responsibilities for all members</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Establish six active task forces whose members are responsible for executing each of the Coalition’s six clear strategies: Policy, Crisis Response, Youth Voices, Trauma, Youth Employment, and Family Care <input type="checkbox"/> Reform the Coalition’s steering committee to include a member-elected Chairperson (1), a representative from each of the six task forces (6), and a designated representative of the Coalition’s fiduciary body, the Marion County Health Department (1), and a member-at-large (1) <input type="checkbox"/> Create an easily accessible, regularly updated Coalition member directory <input type="checkbox"/> Proactively reengage all organizations that have been involved in the Coalition over time, inviting their active participation in task forces aligned with their work <input type="checkbox"/> Develop and adopt formal bylaws and supporting documentation clearly articulating the purpose and practices of the Coalition, the steering committee, and each task force
<p>✓ Inclusive membership, with youth at the forefront</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Provide incentives/compensation for youth and parent participation in the Coalition <input type="checkbox"/> Adopt new meeting times that accommodate youth schedules
<p>✓ Consistent and transparent communication</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Reformat structure of Coalition meetings to focus on task forces and members sharing opportunities, challenges, and progress related to strategic initiatives <input type="checkbox"/> Provide a central, easily accessible location/ forums (in person or online) where organizations working in this space can share and access resources, best practices, trainings, information about events, etc. <input type="checkbox"/> Provide proactive opportunities for grassroots organizations and institutional organizations to share information and resources for mutual benefit <input type="checkbox"/> Provide Results-Based Accountability training for all members to provide clarity on performance indicators for the Coalition



The Marion County Youth Violence Prevention Coalition

activates community partners to prevent youth violence in Indianapolis through 2 strategic initiatives:

Initiative #1: Advocate for system-level change

STRATEGIES	ACTIONS	PERFORMANCE INDICATORS
<p>1A. Promote a public policy agenda focused on addressing sources of youth violence</p> <p>LEAD: Policy Task Force</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Agree on a clear list of the systemic changes needed in our city to prevent youth violence (such as addressing racism, poverty, gentrification, safe housing and neighborhoods, employment, monitoring of youth violence data) and develop a written public policy agenda based on these issues <input type="checkbox"/> Develop clear, shared definitions of key terms to be used in policy efforts to ensure shared understanding for all coalition members <input type="checkbox"/> Provide educational opportunities for members and youth to gain an understanding of a) the legislative process, and b) the Coalition’s policy agenda <input type="checkbox"/> Connect directly with city and state leaders from the Marion County City County Council, the Mayor’s Office, IMPD, and DOE to a) share the Coalition’s initiatives, purpose, and public policy agenda, and b) identify opportunities for short- and long-term legislative advocacy <input type="checkbox"/> Monitor bills to be introduced through Marion County and Indiana legislative sessions to identify opportunities for advocacy (such as testifying before a legislative committee) <input type="checkbox"/> Proactively connect with other organizations and coalitions with complementary advocacy agendas to actively support complementary initiatives <input type="checkbox"/> Create legislative briefings for each topic in the public policy agenda to use as communication tools with the public and legislators 	<ul style="list-style-type: none"> ✓ A publicly available policy agenda scorecard exists to track and communicate legislative progress ✓ Local and state legislators are represented within the Coalition’s membership
<p>1B. Lead the community’s messaging around incidents of youth violence and progress</p> <p>LEAD: Crisis Response Task Force</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Proactively connect organizations that are already responding to incidents of violence to use the Coalition’s collective voice to elevate their response through greater awareness and opportunities for collaboration <input type="checkbox"/> Work in partnership with IMPD, CICF, and others with community-level crime data to monitor occurrences of youth violence to identify response needs and opportunities <input type="checkbox"/> Partner with the Director of Community Violence Reduction and the Office of Public Health and Safety to align efforts <input type="checkbox"/> Develop and enact a clear response protocol, including clear messaging, timing, channels, and spokesperson(s) to represent the Coalition publicly <input type="checkbox"/> Build connections between organizations focused on gun violence reduction to support their efforts and help disseminate information about their work <input type="checkbox"/> Engage youth and families who have been impacted by violence to listen, learn, and share information about existing efforts and resources <input type="checkbox"/> Promote more in-depth storytelling from news outlets to focus on root causes of youth violence, going beyond reactionary stories about specific incidents 	<ul style="list-style-type: none"> ✓ The Coalition is using clear, consistent, solution-focused messages to drive the public narrative about youth violence



The Marion County Youth Violence Prevention Coalition activates community partners to prevent youth violence in Indianapolis through 2 strategic initiatives:

Initiative #1: Advocate for system-level change

STRATEGIES	ACTIONS	PERFORMANCE INDICATORS
<p>1C. Elevate youth voices in violence prevention</p> <p>LEAD: Youth Voices Task Force</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Adopt expectations for each participating organization to bring a youth ambassador to the Coalition to elevate their voice and ensure meaningful involvement <input type="checkbox"/> Work with organizations that already have trusting relationships with youth to encourage participation from youth who have a variety of experiences with violence <input type="checkbox"/> Connect with existing youth councils, juvenile probation, DCS and other groups to promote opportunities for youth involvement in the Coalition <input type="checkbox"/> Create clear expectations for adult Coalition members to create space and support for participating youth to speak up and drive the conversation <input type="checkbox"/> Provide youth with tools, education, and clear opportunities to become facilitators within the Coalition and the community <input type="checkbox"/> Explore opportunities to organize youth voices within schools, classrooms, and other youth spaces <input type="checkbox"/> Gather continual feedback and insight from participating youth to shape Coalition decisions <input type="checkbox"/> Provide member organizations with tools and resources to gather youth input from their networks to help inform the Coalition's work 	<ul style="list-style-type: none"> ✓ Every Coalition task force includes active youth representatives ✓ Coalition meeting times and formats have been adjusted to accommodate youth participation



The Marion County Youth Violence Prevention Coalition activates community partners to prevent youth violence in Indianapolis through 2 strategic initiatives:

Initiative #2: Champion direct support for youth and families

STRATEGIES	ACTIONS	PERFORMANCE INDICATORS
<p>2A. Promote trauma informed care for youth</p> <p>LEAD: Trauma Task Force</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Provide all Coalition members, including youth, with clear training and resources (in person and online) on trauma informed care, diversity and inclusion, culturally competent care, and racial bias/implicit bias <input type="checkbox"/> Organize or endorse member-led trauma informed education for educators, school administrators, youth employment and skill development program staff, families, and other youth workers <input type="checkbox"/> Provide all Coalition members with access to resources for supporting youth through public health crises as they emerge <input type="checkbox"/> Identify opportunities to connect with violent offenders to provide proactive support during and beyond incarceration and/or probation periods through partnerships with the juvenile justice and probation systems <input type="checkbox"/> Prioritize efforts to engage and support “opportunity youth,” who are not actively participating in school, employment, or community programs <input type="checkbox"/> Explore opportunities to develop and promote a youth-created, youth-centered hotline, texting resource, or app to immediately share available resources with youth looking for support 	<p>✓ Coalition members have access to and are actively promoting a list of city-wide trauma informed training opportunities</p>
<p>2B. Ensure youth of all ages have access to skill development and employment</p> <p>LEAD: Youth Employment Task Force</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Gather input from youth to identify barriers preventing participation in employment opportunities <input type="checkbox"/> Work with schools to reduce work permit related barriers <input type="checkbox"/> Identify and share resources to reduce transportation related barriers to youth employment <input type="checkbox"/> Identify and disseminate information about the most effective locations, partnerships, and approaches for recruiting youth into employment and skill development programs <input type="checkbox"/> Collectively promote participation for youth of all ages in career exploration, internships, service projects, job training, and skill development programs and experiences that are available in Marion County <input type="checkbox"/> Connect youth skill development programs directly to paid employment opportunities and meaningful connections to career professionals <input type="checkbox"/> Leverage relationships with schools and other youth spaces to increase accessibility to youth skill development and employment programs <input type="checkbox"/> Ensure a resource map/catalogue of skill development and employment programs and resources is readily accessible for all Coalition members and the public for referrals and cross promotion <input type="checkbox"/> Support city-wide efforts to track youth employment progress 	<p>✓ Coalition members and youth have access to a clear resource map of youth skill development and employment programs across the city</p>



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 through 2 strategic initiatives:

Initiative #2: Champion direct support for youth and families

STRATEGIES	ACTIONS	PERFORMANCE INDICATORS
<p>2C. Equip parents and caregivers to meet physical, social, mental, and emotional needs of their families</p> <p>LEAD: Family Care Task Force</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Gather continual feedback and insight from parents and caregivers about their needs to inform Coalition decisions <input type="checkbox"/> Provide regular training forums in person and online for member organizations to share information and resources about meeting comprehensive family needs <input type="checkbox"/> Collectively promote community-wide parent and caregiver participation in available programs that support positive family relationships and youth development <input type="checkbox"/> Promote and encourage community-wide participation in complementary, prevention-focused efforts related to issues like bullying, domestic violence, dating violence, media impacts on young children, etc. <input type="checkbox"/> Ensure a resource map/catalogue of programs and resources designed to meet comprehensive family needs is readily accessible for all Coalition members and the public <input type="checkbox"/> Advocate with funders for increasing available barrier busting funds based on how the long-term, comprehensive needs of parents and caregivers impacts youth violence 	<ul style="list-style-type: none"> ✓ Coalition members and families have access to a clear resource map of programs and resources across the city designed to meet comprehensive family needs



APPENDICES

i. Coalition Member Organizations*:

- 100 Black Men
- Angels and Doves
- B4U Fall
- Big Brothers Big Sisters of Central Indiana (BBBS)
- Boys and Girls Club
- Believers United in Local Development (BUILD)
- Central Indiana Community Foundation (CICF)
- Central Indiana Youth for Christ (CIYFC)
- Child Advocates
- Circle Up Indy
- City of Indianapolis Office of Public Health and Safety (OPHS)
- Community Action of Greater Indianapolis (CAGI)
- Connections, Inc.
- Domestic Violence Network (DVN)
- Drug Free Marion County
- EmployIndy
- Eskenazi Health
- EVOLVE Mentoring
- Families First
- Flanner House
- Hawthorne Community Center
- Indiana Black Expo (IBE)
- Indiana Coalition Against Domestic Violence (ICADV)
- Indiana Coalition to End Sexual Assault and Human Trafficking (ICESAHT)
- Indiana Criminal Justice Institute (ICJI)
- Indiana Department of Education (IDOE)
- Indiana Latino Coalition
- Indiana State Department of Health (ISDH)
- Indy Parks
- IU Health
- Indiana Youth Institute (IYI)
- Indianapolis Housing Agency (IHA)
- Indianapolis Metropolitan Police Department (IMPD)
- Indianapolis Neighborhood Resource Center (INRC)
- Indianapolis Public Schools (IPS)
- Indy Public Safety Foundation
- JAG Indiana
- LifeSmart Youth
- Mackida Loveal & Trip Outreach Center (MLT)
- Marion County Commission on Youth (MCCOY)
- Marion County Juvenile Probation Department
- Marion County Public Health Department (MCPHD)
- Marion County Prosecutor's Office (MCPO)
- Mt. Carmel Community Development Corporation
- New B.O.Y.
- Nine13 Sports
- No Black on Black Slayings (No BOBS)
- Pathway Resource Center
- Peace Learning Center (PLC)
- Purpose 4 My Pain
- Reach For Youth
- The Riley Center
- Riley Hospital for Children
- Shepherd Community Center
- Stop the Violence Indianapolis
- TeenWorks
- VOICES Corp.
- We LIVE Inc.
- YMCA of Greater Indianapolis

*as of September 2020



APPENDICES

ii. 2020 Steering Committee Members:

- Anthony Beverly, Stop the Violence Indianapolis
- Jake Brosius, Marion County Prosecutor's Office
- Michaela Graham, IU Health
- Karen Holly, Marion County Public Health Department
- Tyrone Humphry, Indy HeartBeat | Eskenazi Health
- Byron Johnson, Marion County Public Health Department
- Danielle Rhodes, Marion County Public Health Department
- Josette Robinson, Central Indiana Community Foundation
- Kate Roelecke, Marion County Commission on Youth
- Lea Riley, The Riley Center

iii. Stakeholder Engagement in the Planning Process:

- Key informant interviews were conducted in May and June 2020 with the following community stakeholders:
 - Ronnell Collins, youth impacted by violence*
 - Shonna Majors, City of Indianapolis Director of Community Violence Reduction
 - Shaunessey Morris, parent of youth impacted by violence
 - Seana Murphy, Central Indiana Community Foundation
 - Michael Owens, youth impacted by violence*
 - Leroy Robinson, Marion County City-County Council
 - Yulanda Spearman, parent of youth impacted by violence
**engaged with full parental consent via VOICES Corp.*
- 49 Coalition members responded to an anonymous planning survey in May 2020
- The Coalition hosted two public strategic planning sessions in June and July 2020
- Public comments on plan drafts were collected in August and September 2020
- The final 2020-2023 Strategic Plan was adopted by the Marion County Youth Violence Prevention Coalition in September 2020