



Mayor's Commission for a

SAFER CHICAGO

Strategic Plan for 2015





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RECOMMENDATIONS



Executive Summary

There is no greater priority or more urgent challenge for the City of Chicago than the safety and education of its youth. While violent crime in Chicago has declined 28% over the past three years—reaching a nearly 50-year low—violence remains unacceptably high in too many Chicago communities, and disproportionately impacts its young people.

Mayor Emanuel has made reducing violence a priority of his administration, directing his cabinet to create and implement a multi-disciplinary, coordinated approach to **stop the cycle of violence by addressing its root causes**, including lack of economic security, exposure to trauma, disconnection from school, and involvement in gangs and the justice system.

As a forum city in the U.S. Department of Justice's National Forum on Youth Violence Prevention, Chicago has spent years developing and implementing a holistic strategy to address youth violence. The result is a broad spectrum of programs designed to **prevent** violence by fostering resilient families and communities, **intervene** with youth who are at risk for becoming involved in violence, and **respond** to active conflicts and the most serious and chronic offenders.

The Mayor's Commission for a Safer Chicago is the next step in this process, bringing together over 130 City staff, community and faith leaders, practitioners, subject matter experts, parents, and youth to update the City's plan to address youth violence.

This report, the Commission's first, is the result of intensive collaborative work throughout the fall of 2014. The Commission was tasked with updating for 2015 the City's strategic plan for youth violence prevention, with recommendations that build on current investments and leverage existing City and community resources. In keeping with its shared belief that **violence is preventable, not inevitable**, the Commission focused for this report on strategies designed to identify and intervene with youth at risk for becoming involved in violence.

The Commission made recommendations in **five issue areas**, each designed to address the risk factors and root causes of youth violence.

► Youth Employment

In conversations with youth and community members about violence, a common theme emerged: to stop violence, youth need to be prepared to work and have access to quality jobs. To build on the success of the One Summer Chicago summer job program, the Youth Employment working group arrived at the following recommendations for 2015:

- ★ Develop and pilot a common curriculum focused on workforce readiness and career planning during the summer.
- ★ Design a “training bridge” to continue workforce skills training after the completion of a summer job.
- ★ Cultivate richer employer partnerships to increase the availability of job opportunities for youth and prepare youth to be successful in those jobs.
- ★ Survey 1000 One Summer Chicago Plus participants to assess their skills, interests, and educational needs, and use the survey results to connect them to existing year-round education and employment opportunities.

► Health and Healing

Childhood exposure to trauma and violence puts youth at significantly greater risk than their peers for a range of negative outcomes, including anxiety, depression, alcohol and drug abuse, repeat victimization and violent behavior. To promote a shared understanding of the effects of trauma, treat trauma in the aftermath of violence, and provide training on trauma-informed care, the health and healing working group made the following recommendations:

- ★ Pilot a homicide crisis response model to provide immediate support for victims and families in the wake of a homicide and to facilitate referrals to ongoing services.
- ★ Develop common training standards for trauma-informed care and the impacts of Adverse Childhood Experiences (ACEs).
- ★ Pilot the incorporation of ACEs screenings into standard intake procedures for healthcare providers.
- ★ Map opportunities to engage families impacted by trauma, to analyze service gaps and identify frontline workers who need training on best practices.
- ★ Extend opportunities for teen dating violence prevention education to all CPS schools and faculty.
- ★ Identify and publicize ways in which community members can become involved in efforts to address the effects of childhood exposure to violence and other traumas.

► Creating Restorative School Communities

Youth who are engaged in school and learning are at lower risk for violence. Chicago Public Schools has worked with stakeholders and partners to develop strategies that get students to school; keep them on track by overcoming academic hurdles; and replace the zero tolerance discipline policies with “restorative practices” that prevent and de-escalate conflict by addressing the underlying causes of personal conflicts and misconduct. The working group made recommendations designed to further engage schools, parents and community members in the use of these restorative practices:

- ★ Establish 3 new community-based restorative justice hubs to support and complement the restorative practices work being undertaken in schools.
- ★ Train and place parents into at least 4 new schools to participate in and help lead restorative practices.
- ★ Create a principal challenge grant program to encourage principals to develop and implement proposals to employ restorative practices in their schools.
- ★ Develop a restorative practices “Toolkit” of techniques and support materials to help schools expand their use of restorative practices.
- ★ Conduct coordinated principal outreach and peer-to-peer education.
- ★ Develop and promote a restorative practices education campaign for parents and community stakeholders that includes an experiential learning component.



► Safety and Justice

The Safety and Justice working group tackled two different but related issues: diverting low-level juvenile offenders away from the justice system and connecting them with services; and fostering mutually respectful interactions between officers and youth.

For 2015, the working group recommended the following strategies to divert low-level youth offenders and connect them with services designed to address the causes of the criminal activity:

- ★ Expand the RISE diversion pilot, which connects youth to intensive mentoring and group counseling, to serve more juvenile offenders and reduce travel times for participants.
- ★ Identify best practices for engaging parents to help identify the drivers of misconduct and connect families to services.
- ★ Develop alternatives to arrest for first-time youth offenders.

Youth want police in their communities to help keep them safe, but feel disrespected by police. Police officers have had firsthand contact with violent and sometimes disrespectful offenders and may overgeneralize from those experiences. The working group made the following recommendations to help break down communication barriers and build mutual faith and respect:

- ★ Expand Bridging the Divide, a toolkit developed by the YMCA and the Chicago Police Department that uses creative dialogue methods, in conjunction with activities like photo competitions and poster series, to engage youth and police in meaningful conversation, healing, and relationship-building.
- ★ Host a Community Policing (CAPS) competition to encourage and recognize officers who develop innovative ways to build better relationships with youth.
- ★ Create a mini-grant program through which youth can seek funding in support of youth-led projects to address violence in their communities.

► Safe Spaces and Activities

For children and families living in neighborhoods affected by violence, safety concerns can hinder participation in recreational activities. Many City and partner organizations, however, offer safe spaces and positive programming for youth and families in neighborhoods impacted by violence. The Safe Spaces and Activities working group considered strategies and recommendations to ensure that all youth in all neighborhoods have access to, and are aware of, safe spaces to gather, play, and participate in appealing activities in their community:

- ★ Create a process for youth to provide ongoing input to the Park District about their evolving needs and interests.
- ★ Build a single, mobile-device-friendly source for information about program opportunities throughout the City.

- ★ Enlist high-profile ambassadors to publicize and create excitement around program opportunities.
- ★ Engage community volunteers to mentor, coach, and provide positive activities and presence in spaces and on transport routes that may be perceived as unsafe.
- ★ Promote a system that matches facilities that have existing unused space with organizations that need space for their programs.
- ★ Develop a coordinated plan for safe transport to activities in 3 target neighborhoods.



“ Much time, thought, and consideration was taken into account when putting together this Commission. All communities were considered and with the input from organizational leaders, we came up with solutions and strategies to make positive change in the most vulnerable communities.”

Donna Hampton-Smith,
WASHINGTON PARK CHAMBER OF COMMERCE



Dear Chicagoans,

Since the beginning of my administration, there has been no greater priority than the safety and education of all of Chicago's children, in every neighborhood. My cabinet and leadership team have spent the past three years developing a coordinated system of policies and programs designed to prevent violence, and decrease its impact on our youth in particular.

We have reason to be encouraged. We have seen a significant drop in violent crime over the past several years, to near 50-year lows. But there is still much work to be done. The violence that impacts Chicago communities remains our most urgent challenge.

The Mayor's Commission for a Safer Chicago, and this report, represent a new era in our efforts to address the issue of violence among our youth. The Commission has brought together people from across the City, united in a shared vision: that we can prevent violence by working together.

To the more than 130 community leaders, faith leaders, City staff, practitioners, researchers, parents, and youth who came together to roll up their sleeves and start thinking about solutions – I thank you. Your dedication and hard work have helped start a new chapter in our City's efforts to address this urgent problem.

We know that violence is not inevitable. If we identify our youth who are at risk, we can intervene before it is too late.

This report is a road map – the start of a comprehensive, coordinated, community-informed and community-involved effort to make real change on the issue of violence. I challenge all of us—not just those on the Commission, but the entire City—to become a part of the solution. Together, we will work towards our shared goal: that every child, in every Chicago neighborhood, feels safe.

Sincerely,

A handwritten signature in black ink that reads "Rahm Emanuel". The signature is fluid and cursive, with the first name "Rahm" and last name "Emanuel" clearly distinguishable.

Mayor Rahm Emanuel

Members of the Mayor's Commission for a Safer Chicago

*Designates co-chair °Designates facilitator

Barbara Abrajano
EAST-WEST UNIVERSITY

Jim Alexander
ILLINOIS ACTION FOR CHILDREN

Jennifer Axelrod
CHAPIN HALL

Torrey Barrett*
KLEO

Julie Biehl
CHILDREN AND FAMILY JUSTICE CENTER,
NORTHWESTERN SCHOOL OF LAW

Robert Biekman
NORTHERN ILLINOIS UNITED
METHODIST CHURCH

Keri Blackwell
LOCAL INITIATIVES SUPPORT CORPORATION

Eddie Bocanegra*
YMCA - METRO CHICAGO YOUTH SAFETY AND
VIOLENCE PREVENTION

Kathy Boehmer
CHICAGO POLICE DEPARTMENT

Juanona Brewster
ILLINOIS CHAPTER OF THE AMERICAN
ACADEMY OF PEDIATRICS

Cassie Brooks
CHICAGO HOUSING AUTHORITY

Andrew Broy
ILLINOIS NETWORK OF CHARTER SCHOOLS

Vaughn Bryant*
CHICAGO PARK DISTRICT

Jacinda Bullie
KUUMBA LYNX

Ebony Campbell
CHICAGO HOUSING AUTHORITY

Robert Castaneda
BEYOND THE BALL

Jadine Chou*
CHICAGO PUBLIC SCHOOLS

Bechara Choucair*
CHICAGO DEPARTMENT OF PUBLIC HEALTH

Colleen Cicchetti*
ANN & ROBERT H. LURIE CHILDREN'S
HOSPITAL OF CHICAGO

Maurice Classen
MACARTHUR FOUNDATION

Jahmal Cole
ILLINOIS NETWORK OF CHARTER SCHOOLS

Kia Coleman
CHICAGO DEPARTMENT OF FAMILY AND
SUPPORT SERVICES

Delana Colvin
ILLINOIS COUNCIL AGAINST HANDGUN VIOLENCE

Karen Conway
CHICAGO POLICE DEPARTMENT

Lina Cramer
ILLINOIS ACEs RESPONSE COLLABORATIVE

Marqus James Crockett
KLEO

Philip Cusic
NEW LIFE CHRISTIAN MINISTRIES

Colleen Daley
ILLINOIS COUNCIL AGAINST HANDGUN VIOLENCE

Sandra DelToro
CHICAGO SCHOOL OF PROFESSIONAL PSYCHOLOGY

Matthew Desarno
FEDERAL BUREAU OF INVESTIGATION

Evelyn J. Diaz*
CHICAGO DEPARTMENT OF FAMILY AND
SUPPORT SERVICES

Jessica Disu
CHICAGO INTERNATIONAL YOUTH PEACE MOVEMENT

Troy Dobbins*
KLEO

Wendy DuBoe
UNITED WAY OF METROPOLITAN CHICAGO

Bishop James Dukes
LIBERATION CHRISTIAN CENTER

Eileen Durkin
COMMUNITY COUNSELING
CENTERS OF CHICAGO

Bob Egan
ILLINOIS CHILDREN'S HEALTHCARE FOUNDATION

Mayra Fernandez
CITY COLLEGES OF CHICAGO

Dorian Figgers
CHICAGO HOUSING AUTHORITY

Matt Fischler
CHICAGO MAYOR'S OFFICE

Cheryl Flores
BRIGHTON PARK NEIGHBORHOOD COUNCIL

Robert Foltz
CHICAGO SCHOOL OF PROFESSIONAL PSYCHOLOGY

Nora Garcia
UNIVERSITY OF CHICAGO

Laura Gettinger
CHICAGO HOUSING AUTHORITY

Joel Hamernick
SUNSHINE GOSPEL MINISTRIES

Donna Hampton-Smith
WASHINGTON PARK CHAMBER OF COMMERCE

Troy Harden
CHICAGO STATE UNIVERSITY

Christopher Harris
BRIGHT STAR CHURCH OF GOD IN CHRIST

Mildred Harris
GOD'S FIRST MINISTRIES / ATTORNEY GENERAL BOARD

Meghan Harte*
CHICAGO MAYOR'S OFFICE

Monica Haslip
LITTLE BLACK PEARL

Maggie Hickey
OFFICE OF THE U.S. ATTORNEY

Tiffany Hightower
COMMUNITY ASSISTANCE PROGRAMS, INC.

Katie Hill
CHICAGO MAYOR'S OFFICE

R.J. Holley
FEDERAL BUREAU OF INVESTIGATION

Mary Howard
CHICAGO HOUSING AUTHORITY

Mark Ishaug
THRESHOLDS, INC.

Tony Iweagwu
CHICAGO MAYOR'S OFFICE

Phil Jackson
LAWNDALE COMMUNITY CHURCH

Rev. Dr. L. Bernard Jakes*
WEST POINT BAPTIST CHURCH

Susan Johnson
CHICAGO CITIZENS FOR CHANGE

Beyonca Johnson
HOLLYWOODDREAMERS

Rev. Dr. Walter B. Johnson, Jr.
GREATER INSTITUTIONAL A.M.E. CHURCH



Colleen Jones*
METROPOLITAN FAMILY SERVICES

Michael Jones
CITY COLLEGES OF CHICAGO

Evans Joseph
CHICAGO MAYOR'S OFFICE

Michael Kelly
CHICAGO PARK DISTRICT

Fr. David Kelly*
PRECIOUS BLOOD MINISTRY OF RECONCILIATION

Tena Kunik
Up2Us

Victor Lagroon
UNIVERSITY OF ILLINOIS HEALTH

Diane Latiker
KIDS OFF THE BLOCK, INC.

Anna LauBach
McCORMICK FOUNDATION

Rebecca Levin
STRENGTHENING CHICAGO'S YOUTH, ANN & ROBERT H. LURIE CHILDREN'S HOSPITAL OF CHICAGO

Fred Long
UCAN

Jennifer Maddox
FUTURE TIES, NFP

Kimberly Mailey
THRESHOLDS, INC.

Dr. Kimberly A. Mann
CHICAGO STATE UNIVERSITY / ILLINOIS DEPARTMENT OF CHILDREN AND FAMILY SERVICES

Magdalena Martinez
BLOCK CLUB FEDERATION

Miriam Martinez
MIKVA CHALLENGE

Kenny Martin-Ocacio
YOUTH SERVICE PROJECT

Myron F. McCoy
FIRST UNITED METHODIST CHURCH

Dorri McWhorter
YWCA METROPOLITAN CHICAGO

Holly Medley
HOLLYWOODDREAMERS

Amrit Mehra
CHICAGO MAYOR'S OFFICE

Felipa Mena
COFI/POWER-PAC

Nancy Michaels
MANSFIELD INSTITUTE FOR SOCIAL JUSTICE AND TRANSFORMATION

Deborah Minor-Harvey*
THE RIGHT SOURCE, INC.

Bobby Moore
SAFER FOUNDATION

Candace Moore
CHICAGO LAWYERS' COMMITTEE FOR CIVIL RIGHTS UNDER LAW

Michelle Morales
ALTERNATIVE SCHOOLS NETWORK

Sandra Mosqueda
ENLACE CHICAGO

Matthew Muench
THE JOYCE FOUNDATION

Brendan Murray
HOWARD AREA COMMUNITY CENTER

Annette Nance-Holt
PURPOSE OVER PAIN

Cliff Nellis
LAWNDALE CHRISTIAN LEGAL CENTER

Malik S. Nevels, J.D.
ILLINOIS AFRICAN AMERICAN COALITION FOR PREVENTION

Jairo Nunez
LOGAN SQUARE NEIGHBORHOOD ASSOCIATION

Crystal Palmer-White
CHICAGO HOUSING AUTHORITY

Mark Payne
CHICAGO POLICE DEPARTMENT

Teresa Prim*
PRIM LAWRENCE GROUP

Elena Quintana
ADLER INSTITUTE ON PUBLIC SAFETY AND SOCIAL JUSTICE

Lou Ramos
STOREHOUSE

Pamela Randall-Garner
CASEL

Jose Rico
UNITED WAY OF METROPOLITAN CHICAGO

Alvin Rider
PROJECT HOOD FOUNDATION / BROTHERS ON THE BLOCK, SISTERS ON THE STREET

John Rios
CHICAGO REGION OF JOB CORPS

Claudio Rivera
UYTC / HOLY CROSS - IMMACULATE HEART OF MARY

Claude Robinson
UCAN

Michael Rodriguez
ENLACE CHICAGO

Victor Rodriguez
LA VILLITA COMMUNITY CHURCH

Jackie Rosa
MIKVA CHALLENGE

Janey Rountree*
CHICAGO MAYOR'S OFFICE

Christopher Rudd
MIKVA CHALLENGE

Angela Rudolph
HADIYA'S FOUNDATION / HADIYA'S PROMISE

Brady Ruel
CHICAGO POLICE DEPARTMENT

Jacqueline Samuel
CLARETIAN ASSOCIATES

Bryan Samuels
CHAPIN HALL

Jose Sanchez
VOICES OF YOUTH IN CHICAGO EDUCATION

Amy Schachman
PARTNERS FOR SACRED PLACES

Jessica Schneider
CHICAGO LAWYERS' COMMITTEE FOR CIVIL RIGHTS UNDER LAW

Amy Skeen
GIRLS IN THE GAME

Mashana Smith
CHICAGO PUBLIC SCHOOLS

Gregory L. Snyder
CENTER FOR NEIGHBORHOOD ENTERPRISE

Samantha Stivers
CHICAGO MAYOR'S OFFICE

Treyonda Towns
COFI/POWER-PAC

Robert Tracy*
CHICAGO POLICE DEPARTMENT

Albert Tyson
AFRICAN METHODIST EPISCOPAL CHURCH

Karen VanAusdal*
CHICAGO PUBLIC SCHOOLS

Janet Vargas
COMMUNITY ORGANIZING AND FAMILY ISSUES (COFI)

Apostle Dr. Carolyn L. Vessel
I AM ABLE CENTER FOR FAMILY DEVELOPMENT, INC.

Diana Walker
THE CHICAGO SCHOOL OF PROFESSIONAL PSYCHOLOGY

Chris Wheat
CHICAGO MAYOR'S OFFICE

Marlita White*
CHICAGO DEPARTMENT OF PUBLIC HEALTH, OFFICE OF VIOLENCE PREVENTION AND BEHAVIORAL HEALTH

Shanicka Williams, M.D.
PROJECT HOOD FOUNDATION / BROTHERS ON THE BLOCK, SISTERS ON THE STREET

David R. Williams
YOUTH ADVOCATE PROGRAMS

Paula Wolff
ILLINOIS JUSTICE PROJECT

Andrea L. Zopp*
CHICAGO URBAN LEAGUE

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“The commission included a broad-based committee group who approached our charge with an intensity and openness I haven’t seen in a long time.”

Angela Rudolph, HADIYA’S FOUNDATION / HADIYA’S PROMISE

Introduction: A Shared Vision for a Safer Chicago

There is no greater priority or more urgent challenge for the City of Chicago than the safety and education of its youth. The Commission for a Safer Chicago is committed to a vision in which every young person, in every neighborhood, is safe and has access to a quality education so they can reach their full potential.



From the start of his administration, Mayor Rahm Emanuel has directed his cabinet to create and implement a multi-disciplinary, coordinated approach to stop the cycle of violence in Chicago's communities by addressing its root causes.

Chicago has reason to be hopeful: thanks in part to strategies implemented over the past three years, violent crime in Chicago has declined by 28%, reaching a nearly 50-year low.

Yet violence persists, and remains unacceptably high in many Chicago communities. Keeping our youth safe, in school, and on the path to success remains our most urgent challenge. To fully address the issue of violence in our city, Chicago has to mobilize all of its talent and resources, including City departments, sister agencies, faith and community leaders, the private sector, academic and research institutions, parents, and – most importantly – our youth. Everyone in Chicago has a role to play in building safer, healthier communities.

As a forum city in the U.S. Department of Justice's National Forum on Youth Violence Prevention, Chicago has spent years developing and implementing a holistic strategy to address youth violence. The Mayor's Commission for a Safer Chicago, launched in September 2014, is the next step forward in that process.



A Shared Vision for Chicago

The Mayor's Commission for a Safer Chicago is a group of over **130 community and faith leaders, practitioners, subject matter experts, City staff, parents, and youth**, committed to working together to ensure that Chicago is a safe place for every young person in every neighborhood.



The Commission grew out of a series of roundtable discussions, hosted by Mayor Emanuel and his cabinet during the summer of 2014, to foster candid conversations about residents' most serious public safety concerns. As a result of those conversations, the City renewed its commitment to working with community leaders to develop solutions to violence.

The Mayor's Commission for a Safer Chicago, and this strategic plan for 2015, represent a new way of doing business: a model of **shared vision, shared action, and shared responsibility**. Together, we are committed to addressing the problem of youth violence, and we will not rest until every young person in Chicago feels safe and secure in his or her own neighborhood.

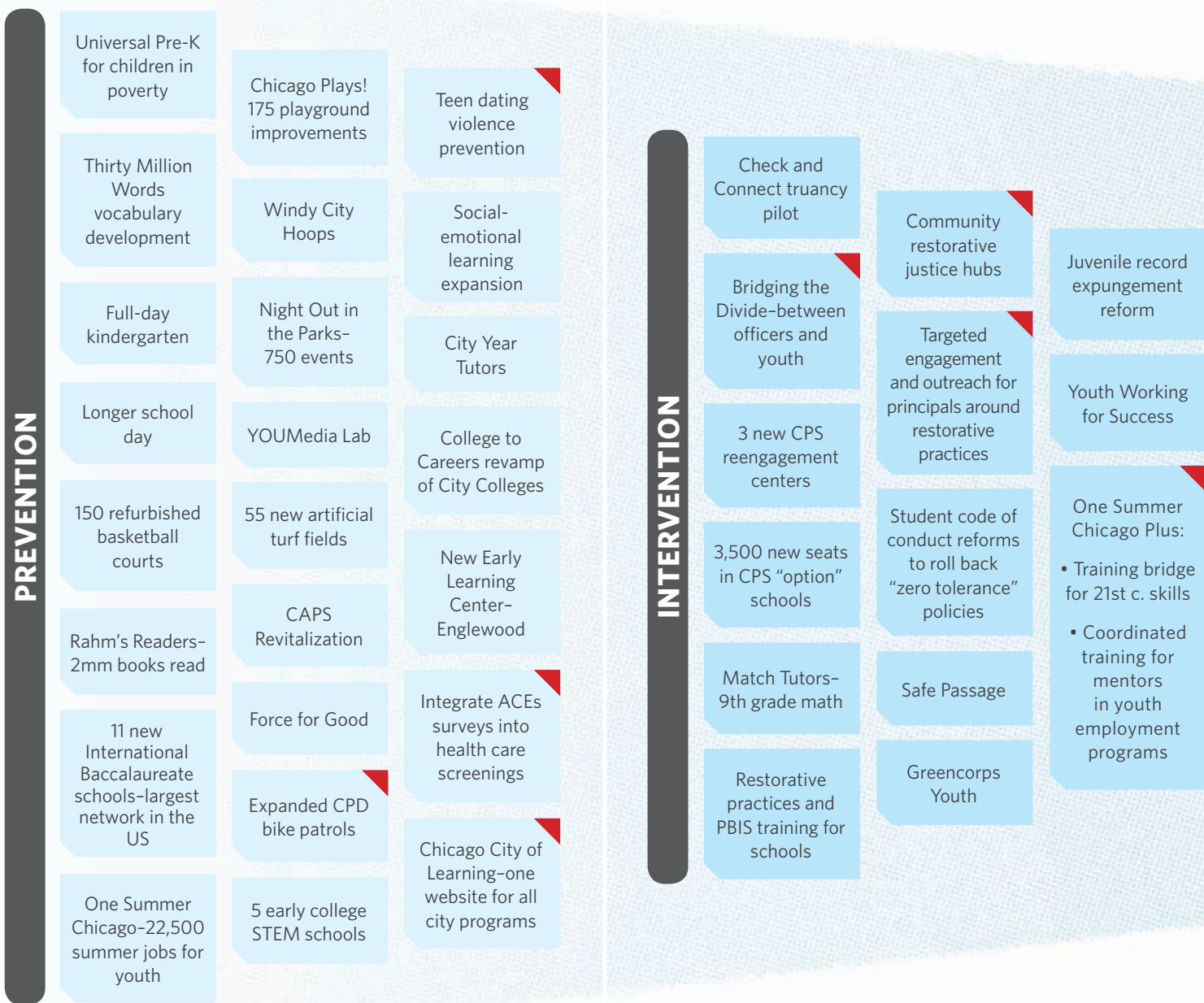
★ *It is important the city understands the diversity of the Commission. This diversity includes those people who, previously, haven't been invited to the table."*

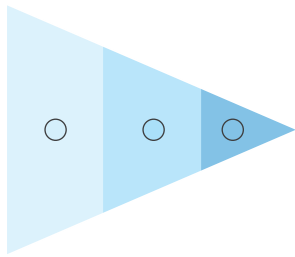
Rev. Dr. L. Bernard Jakes, WEST POINT BAPTIST CHURCH

Chicago's public health approach to preventing violence

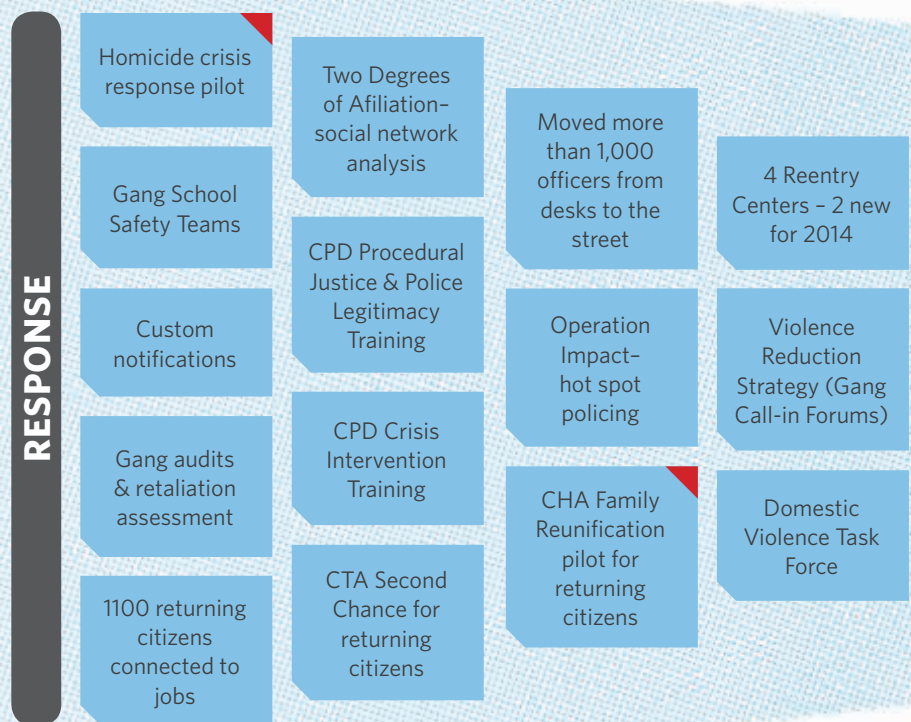
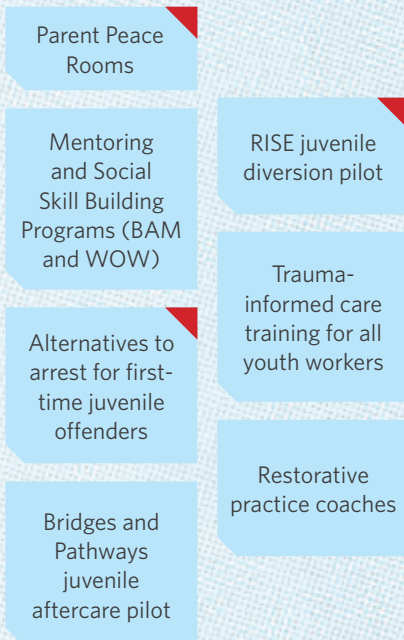
The Commission's work is driven by a shared belief that violence is preventable, not inevitable. Over the past three years, the City has implemented a public health approach to preventing violence by addressing its root causes and tailoring solutions to certain risk factors. For full descriptions of these programs, please see the Appendix (Page 56).

▼ Programs in red are new or updated for 2015





- **PREVENTION** programs serve a large population and are designed to prevent violence by building resilient families and communities.
- **INTERVENTION** programs serve youth identified as being at elevated risk for becoming involved in violence due to certain factors like truancy, trauma, or prior arrests.
- **RESPONSE** strategies are the most intensive, and focus on active conflicts, the most serious and chronic offenders, and individuals returning to their communities after being incarcerated.



The Commission's strategic focus: strengthening interventions for youth at risk of violence



The Mayor's Commission for a Safer Chicago is united in a shared belief that if we can identify the youth most at risk for becoming victims or perpetrators of violence, we can intervene before it's too late.

Putting this belief into action, the Commission's work, and this report, are focused **primarily on strategies designed to intervene with young people—particularly adolescents—who are at risk for becoming involved in violence.**¹

The Commission is organized into five working groups—**youth employment; health and healing; creating restorative school communities; safety and justice; and safe spaces and activities**—that address the root causes of violence. The working groups, each co-chaired by one or more senior City officials and community leaders, gathered in four intensive four-hour planning sessions throughout the fall to agree on strategic questions, inventory existing resources and investments, and develop recommendations for 2015. All Commission members agreed in advance to focus on recommendations that could be implemented during 2015 and would utilize existing community and City resources.



YOUTH VOICES

Youth voices are a key part of the conversation about youth violence. The Commission engaged youth in several ways, including youth representation on every working group, and focus groups with over 200 youth throughout the city to understand the impact of violence on their lives and solicit their ideas for solutions. From these conversations, several themes emerged. **Youth want...**

"Staff should be polite. Say good morning, how do you feel. Many times they don't even see you. They only see you if you do something wrong."



Meaningful relationships with adults

"After I was dropped from school, [one teacher] helped me get back in. That made me feel like someone who was different from me would still help me. We are still cool today."

Youth reported that they are more likely to attend school or programs, participate in activities, and remain positively engaged if they believe there is an adult there who knows and cares about them. Youth reported that things as simple as saying "hello," or asking about weekend plans help them feel connected to adults.

"Police should explain why they're coming up to me. Be respectful. Ask me my name."



Better relationships with police

To build trust between youth and police, we should be "getting to know each other, establish[ing] a personal relationship."

Youth acknowledged that neighborhoods with high rates of violence need police presence, but they also want mutually respectful relationships with police officers, and they expressed frustration that violent crime takes police time and energy away from building those relationships.

"We all really need to focus on getting guns out of the city and keeping them out."



To be a part of the solution

We have to address the problem of violence "to motivate people to stay living in Chicago."

Almost universally, youth agreed that violence is a problem in their neighborhoods, but many felt resigned to that, or powerless to change it. Youth expressed a desire for guidance about how they can become involved in efforts to curb violence within their communities.

20

conversations

15

neighborhoods

200

youth reached

The Commission is guided in its work by a set of shared values, adopted by Commission members at the outset of this planning process:

- ★ We value every youth in Chicago and do not give up on any child
- ★ We cannot arrest our way out of the problem, and we commit to addressing violence at its root causes
- ★ Strong city-community partnerships are essential to preventing violence
- ★ Youth and their families have a key role to play in reducing violence, and their voices are important when developing solutions
- ★ We will hold violent offenders accountable for their actions
- ★ Our strategy will be evidence-informed, multi-disciplinary, and coordinated across all partners

★ *I am excited that we are creating actionable steps to engage the community members that want to be a part of the solution to youth violence and trauma. This is a call to action."*

Colleen Cicchetti, ANN & ROBERT H. LURIE CHILDREN'S HOSPITAL OF CHICAGO





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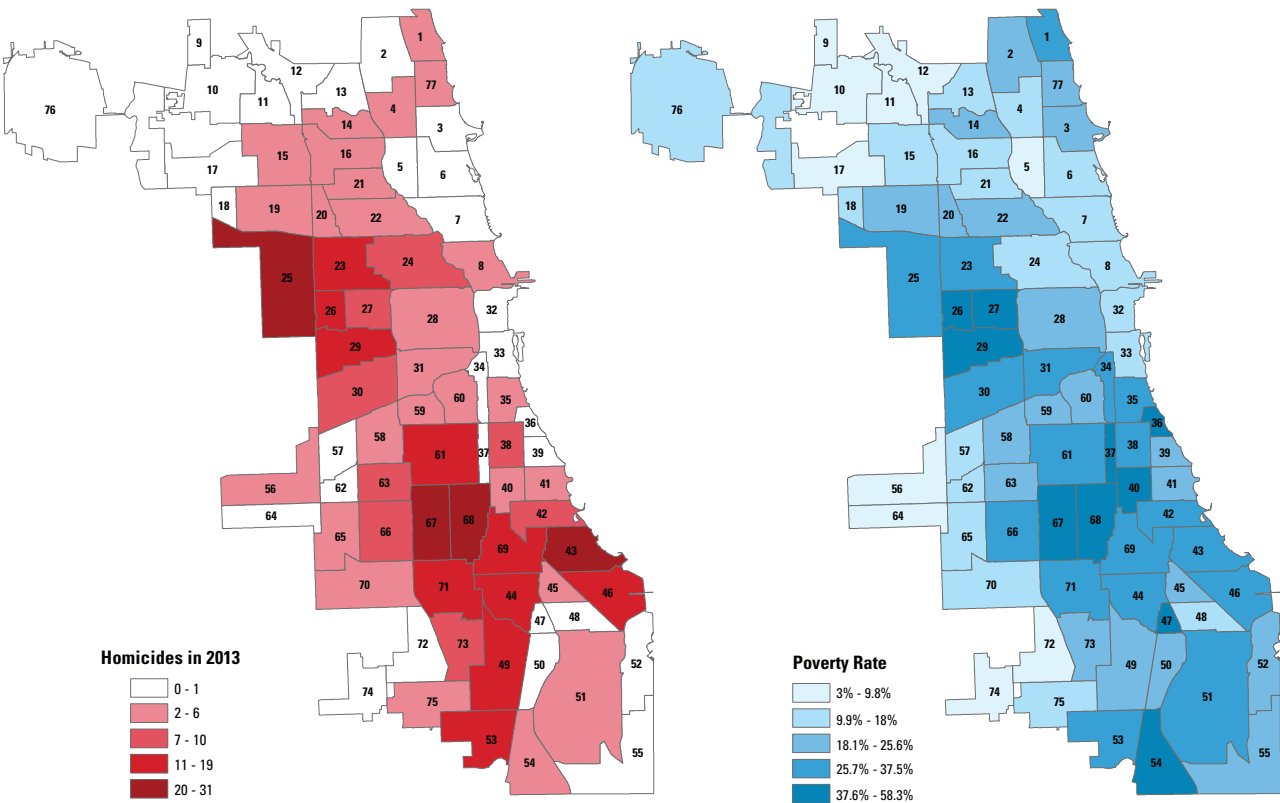


Context: A Snapshot of Violence in Chicago

To design effective solutions, we must first understand the problem.

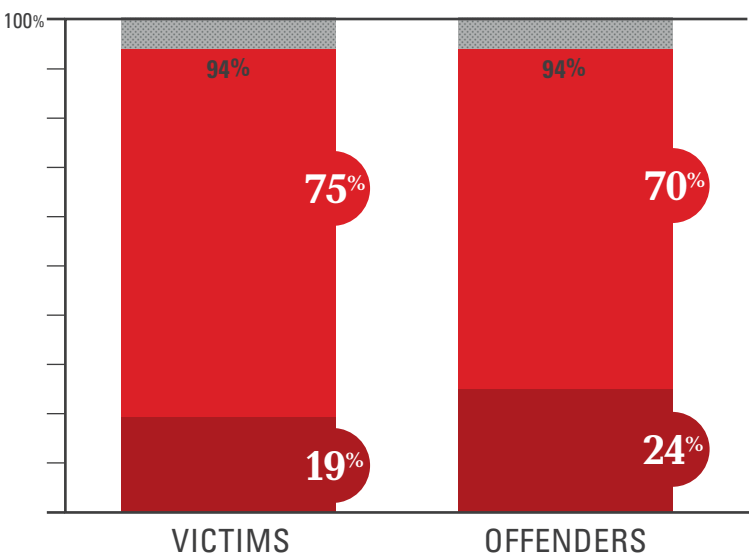
In 2013, Chicago experienced 415 murders and 1864 shooting incidents. For decades, violence in Chicago has disproportionately impacted certain communities, particularly those that are also disproportionately impacted by poverty.

COMMUNITIES MOST IMPACTED BY VIOLENCE ALSO EXPERIENCE HIGH POVERTY



Sources: City of Chicago Data Portal, Crimes 2001-present; CMAP Analysis of 2008-2012 American Community Survey Data.

MINORITIES AFFECTED BY VIOLENCE IN 2013



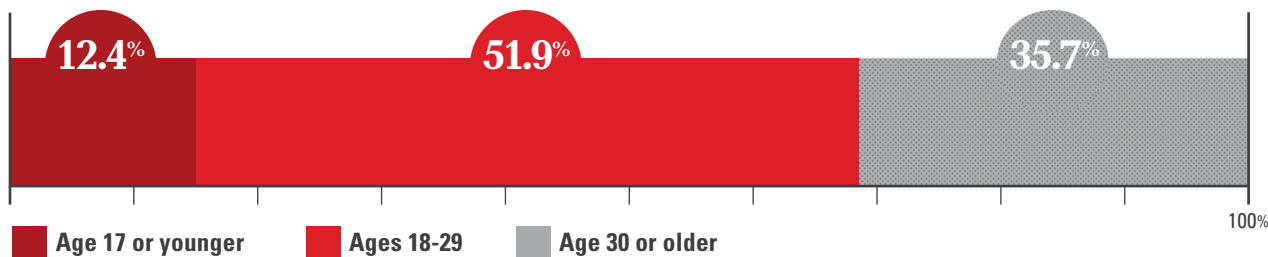
Violence also disproportionately affects minorities. Last year, **94% of homicide victims and offenders were individuals of color**. Seventy-five percent of murder victims are African-American and 19% are Hispanic, while 70% of murder offenders are African-American and 24% are Hispanic.

African-American
 Hispanic



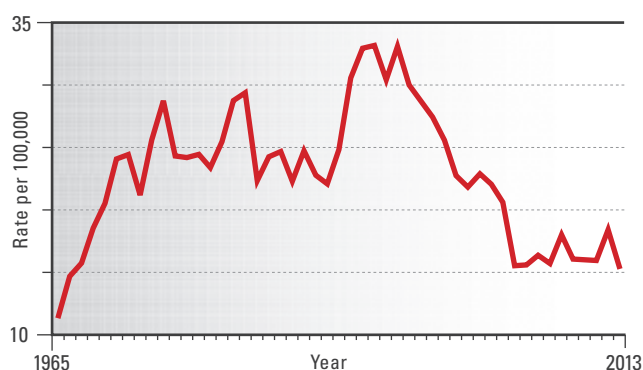
YOUTH AFFECTED BY VIOLENCE

Violence in Chicago takes a particular toll on young people. For the five-year period from 2009-2014, **people ages 18-29 accounted for 51.9 percent of the City's homicide victims**. Nor are younger children immune: in the same period, 319 (or 12.4%) of the City's murder victims were age 17 or younger.

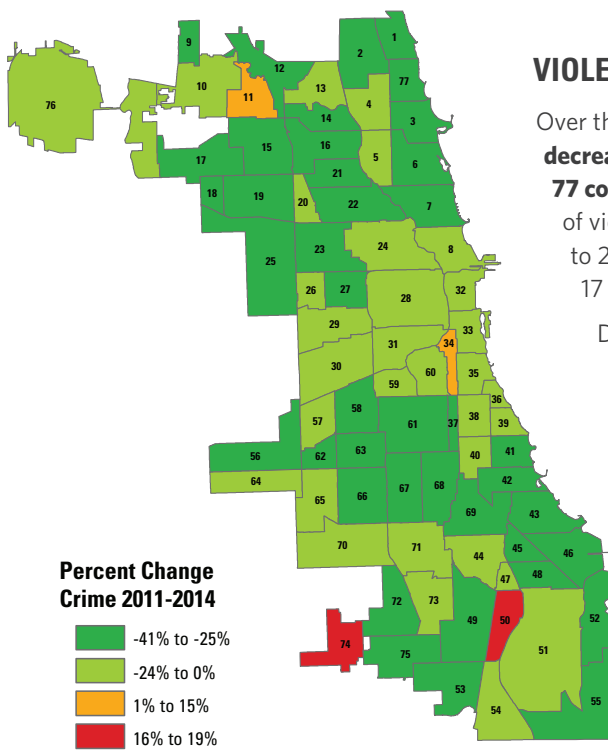


CHICAGO HOMICIDE RATE FROM 1965-2013

There is reason to be hopeful. Chicago's homicide rate in 2013 was the 31st highest murder rate among large U.S. cities, and was the lowest in the City since the mid-1960s.



Sources: U.S. Census, FBI Uniform Crime Reports, Chicago Police Annual Reports



VIOLENCE DECREASE SINCE 2011

Over the last three years, **violent crime in Chicago has decreased by 28%, and has dropped in 67 of the City's 77 community areas**. Citywide shooting incidents of victims of all ages were down 24% in 2013 compared to 2012, and shooting incidents involving victims under 17 were down 35% compared to 2011.

Despite these promising improvements, the rate of violence remains unacceptably high, and for decades has disproportionately impacted certain communities. In 2013, 70% of all homicides occurred in just 20 community areas, where only 31% of the City's population resides.

Source: City of Chicago Data Portal, Index crimes through 11/17 of 2011 and 2014

Going forward, we must continue to build on this progress, with strategies designed to further reduce violence in Chicago's hardest-hit communities.

Youth in Chicago who are perpetrators or victims of shootings and murders have certain risk factors in common:

Their families and communities lack economic security

Nationally and internationally, decades of social science research has connected poverty to violence. While approximately 1 in 5 Chicagoans lives below the poverty line, in the 20 communities most impacted by violence, that number jumps to 1 in 3.²

They are victims of traumatic injury and witnesses to others' trauma

Witnessing community violence is a risk factor for substance abuse, aggression, anxiety, depression, and antisocial behavior in adolescence. Violent injury is also a recurrent problem. According to national research, up to 45 percent of victims who are shot or stabbed are re-injured during the 5 years following the first injury, and 20 percent are dead within those 5 years.³

They are disconnected from school

A pattern of early academic failure, absenteeism and school discipline is a clear warning sign that a young person is at risk for violence. Conversely, school attendance and graduation are among the most important protective factors against involvement in violence.

They are involved in gangs

Many high-risk youth rely on gangs or smaller "cliques" to provide social structure, protection, self-esteem, and—at times—financial security, possibly because they do not believe they have a meaningful alternative. Over the five-year period from 2009-2013, 47% of youth shooting victims age 17 and younger were gang affiliated, and 60% of adult shooting victims were gang affiliated.⁴

They are victims or perpetrators of impulsive crimes instigated by personal conflicts

Most of the shootings in Chicago are the result of seemingly minor, impulsive "heat of the moment" conflicts over personal grudges and insults to the perpetrator's family, girlfriend, or gang.

They have easy access to guns

The Chicago Police Department recovers more crime guns each year than any other police department in the country – seven times as many per capita as the NYPD and more than twice as many per capita as LAPD. As a result, Chicago has roughly the same non-gun murder rate as those other two cities yet has more than triple the gun-related murder rate of New York City and more than double that of Los Angeles. Conflicts involving guns are ten times more likely to result in death than conflicts with knives. This is a significant and unique driver of violence in Chicago.

They are involved in the juvenile justice system

Mere contact with the justice system for some youth can be a risk factor for recidivism and victimization. In the five-year period from 2009-2013, 70% of youth shooting victims had at least one prior arrest and 24% had been arrested six times or more. While the vast majority of arrested youth are not detained by the Department of Juvenile Justice, once a youth has been detained, there is an 80% chance he or she will recidivate and return to custody within three years.

These challenges are enormous, but they provide a roadmap for effective solutions. Working together, we can break this cycle by addressing the root causes of violence, identifying youth at risk for becoming victims or perpetrators, and intervening before it's too late.



Recommendations

The City of Chicago is committed to a comprehensive system of targeted, evidence-based strategies that address the root causes of youth violence. The Commission's five working groups each addressed a topic that is essential to tackling the root causes of violence – youth employment, health and healing, creating restorative school communities, safety and justice, and safe spaces and activities. Within these topics, each working group was tasked with identifying strategies for intervening with youth, particularly adolescents, at risk for becoming involved in violence.

The following sections review ongoing City investments in each of these five topic areas and describe the Commission's recommendations for building on those investments with new strategies for 2015.



★ *We are dedicated to enhancing and improving the lives of youth 'at risk.' We want to foster an environment where all can succeed in life – not only succeed, but 'lift as they climb.'"*

Evans Joseph, youth working group member

3



★ *A child with a job won't have to fight or try to start drama. Jobs teach young people responsibility, and most responsible people don't fight."*

Youth focus group member

Youth Employment

In conversations with youth and community members about violence, a common theme emerged: to stop violence, youth need to be prepared to work and have access to quality jobs.

Contributors to Youth Employment:

Torrey Barrett*
Jacinda Bullie
Ebony Campbell
Kia Coleman
Philip Cusic
Evelyn Diaz*
Mayra Fernandez
Cheryl Flores
Joel Hamernick
Donna Hampton-Smith
Tiffany Hightower
Michael Jones
Evans Joseph
Jennifer Maddox
Kimberly Mailey
Kenny Martin-Ocacio
Matthew Muench
Annette Nance-Holt
Malik Nevels
Jose Rico
John Rios
Diana Walker
Andrea Zopp*

**Designates group co-chair*



In Chicago, the neighborhoods experiencing the highest rates of violence are also some of the most economically challenged. While approximately 1 in 5 Chicagoans lives below the poverty line, in the 20 communities most impacted by violence, that number jumps to 1 in 3.

Chicago's record on youth employment

Over the past three years, the City, in partnership with the County, the State, and the business community, has made a substantial investment in youth employment, including programs targeted to youth at risk for becoming involved in violence.

One Summer Chicago

Launched in 2011, One Summer Chicago is the result of collaboration among the City, county, state, and business and foundation communities to build a comprehensive summer jobs program for youth. In 2014, **One Summer Chicago provided 22,500 summer jobs**, a 10% increase over 2013 and a more than 60% increase since the start of the Emanuel administration. In 2014, 78% of the net wages earned by youth had a direct economic benefit to the City and its neighborhoods. Youth reported spending over \$10.4 million of their wages in ways that supported their families and local businesses, and saving \$1.8 million for future goals.

One Summer Chicago Plus

Building on the success of One Summer Chicago, in 2012 the City launched a first-of-its-kind summer program for youth at risk of involvement in violence. One Summer Chicago Plus combines employment with mentoring and social-emotional learning experiences. An independent evaluation of the program recently published in a leading scientific journal shows that **youth offered a summer job had a 43% decrease in violent crime arrests over 16 months**, compared to the control group that did not participate in the program.⁵ The results suggest that the City can have a major impact on violence prevention among youth with a relatively low-cost, light-touch program. In 2014, the City doubled its investment in One Summer Chicago Plus.





22,500

summer jobs as a result of the
One Summer Chicago program

43%

decrease in violent crime
for OSC+ participants

1,000

CCC students have landed
jobs or internships

\$10MM

invested annually in CCWP
to help 2,800 youth



College to Careers

Launched in December 2011, Mayor Emanuel's College to Careers program has led to a redesign of the curriculum at the City Colleges to ensure that students gain the knowledge and skills they need to succeed in the jobs of today and the careers of tomorrow. Each City College now focuses on one of seven regional high-growth industries: health care; business; information technology; culinary and hospitality; education, human, and natural sciences; transportation, distribution, and logistics; and advanced manufacturing. Over 100 local and national businesses and organizations have committed to offering internships and work experience for CCC students, and **over 1,000 CCC students have landed jobs or internships** through College to Careers.

Chicago Cook Workforce Partnership

CCWP administers the City's federal share of workforce funding for in-school and out-of-school youth ages 16-21. With **an annual investment of over \$10 million**, CCWP delegate agencies help approximately 2,800 youth per year attain a degree or certificate, enter employment or education, or increase their literacy and numeracy. These services are provided year-round.

★ *For the youth that we serve, just by having a job, it makes them feel like there's hope for the future."*

Torrey Barrett, KLEO



While a summer job is an important first step toward higher education and career success, many youth need additional support and training in “21st Century Skills” such as verbal communication, collaboration, and problem-solving before they can translate that summer job experience into further education or unsubsidized private sector employment.

The Youth Employment working group focused its efforts on developing a pipeline from summer jobs to year-round employment, and ongoing education and skills training for youth at higher risk for involvement in violence.

1 Develop and pilot a common curriculum focused on workforce readiness and career planning.

The new curriculum will be piloted with certain summer employment providers in 2015 with the ultimate goal of incorporating it into all youth employment programs.

2 Design a “training bridge” to continue workforce skills training after the completion of a summer job.

Prior to the end of the summer, providers across all youth employment programs will identify youth who need additional assistance and training in workforce skills, and invite them to participate in a “social club” that continues to model and teach workforce readiness.

3 Cultivate richer employer partnerships.

The City will continue to develop strong employer partnerships to increase the availability of job opportunities for youth and prepare youth to be successful in the jobs that employers offer.

4 Survey 1000 OSC+ participants to assess their skills, interests, and educational needs.

A series of assessment tools will be used to determine participants’ skills and interests, to help providers personalize plans for mentoring and academic support, and to make sure those plans are in place before the end of the summer.

5 Connect the 1000 OSC+ youth to year-round opportunities.

Using the results of the intake survey and assessments, providers and the City will connect youth with existing year-round programs that address their interests and educational needs, particularly the academic, career, and adult basic education programs at City Colleges of Chicago; the Chicago Cook Workforce Partnership for year-round job placement; and option schools for high school age students who need to complete their diploma. The working group further recommended that youth be supported through a pilot case management system.

4



“The city is listening to people that work with youth and receiving their valuable input in this process.”

Crystal Palmer-White, CHICAGO HOUSING AUTHORITY

Health and Healing

A response to the crisis of youth violence requires a response to the crisis of trauma. Childhood exposure to trauma and violence puts youth at significantly greater risk than their peers for a range of negative outcomes, including anxiety, depression, alcohol and drug abuse, repeat victimization and violent behavior.

Contributors to Health and Healing:

Jennifer Axelrod
Juanona Brewster
Bechara Choucair*
Colleen Cicchetti*
Lina Cramer
Sandra DelToro
Wendy DuBoe
Eileen Durkin
Bob Egan
Matt Fischler
Robert Foltz
Laura Gettinger
Troy Harden
Christopher Harris
Mark Ishaug
Susan Johnson
Colleen Jones*
Victor Lagroon
Anna LauBach
Kimberly Mann
Myron McCoy
Dorri McWhorter
Claudio Rivera
Jacqueline Samuel
Bryan Samuels
Mashana Smith
Carolyn Vessel
Marlita White*

*Designates group co-chair



Childhood exposure to trauma can impair a child's cognitive and emotional development. Exposure to violence, which is an example of what are referred to as "Adverse Childhood Experiences" (ACEs),⁶ puts children at significantly greater risk than their peers for aggressive disruptive behaviors, posttraumatic stress disorder (PTSD), anxiety and depressive disorders, alcohol and drug abuse, repeated victimization, delinquency, and early death. Exposure to violence also significantly increases the risk that children will engage in violence themselves as adults.⁷

To break this cycle and start to improve outcomes for youth, the City and its partners must work together to identify, as early as possible, youth and families who have been exposed to violence so that they may be provided interventions.

Chicago's record on health and healing

Trauma-informed training for youth workers

The Department of Family and Support Services has **trained over 200 youth workers in trauma-informed care**, a framework for understanding, recognizing, and responding the effects of trauma and violence in others.

Trauma training for educators

CPS was recently awarded a SAMHSA Project AWARE grant to train district-level leaders in the National Council for Behavioral Health's Youth Mental Health First Aid (YMHFA) curriculum, which educates teachers, parents, neighbors and caring citizens in normal adolescent development, mental health challenges for youth, and the signs of mental health problems.

Teen Dating Violence (TDV) Prevention Program

The Chicago Department of Public Health, in partnership with the Chicago Public Schools, has developed and implemented the Chicago Dating Matters Initiative, a research effort that tests the impact of different levels of education, community, and media engagement in reducing TDV for 6th, 7th, and 8th grade students. Students, parents, faculty, and other staff receive instruction to promote healthy relationships and proactively address issues of intimate partner violence. To date, that **program has been used with 2,000 youth across 12 schools.**





Chicago Safe Start Collaborative

Since 2002, the Chicago Department of Public Health, in partnership with local service providers and state funders, has supported the Chicago Safe Start Collaborative, which has served **over 1,400 families with young children** who have been exposed to violence.

Childhood Exposure to Violence (CEV) Prevention Week and the Community Spirit Awards

Now entering its 9th year, CEV Prevention week is a project in which community partners and other CEV advocates create public awareness and community engagement activities, and sponsor professional development on CEV. In conjunction with CEV Prevention Week, the Chicago Safe Start Collaborative hosts the annual Community Spirit Awards, which honors individuals and programs that have taken noteworthy actions to prevent or respond to exposure to violence.

200

youth workers trained in trauma-informed care

2,000

youth in 12 schools educated in teen dating violence prevention

1,400

families served by Chicago Safe Start Collaborative

Participation in city, state, and national collaborations regarding exposure to violence, adverse childhood experiences, and trauma-informed care

The City is an active participant in several ongoing collaborations among practitioners, medical professionals, researchers, and organizations that are working to prevent and address childhood exposure to violence and trauma. These include:

- ★ Illinois ACEs Response Collaborative brings together leaders and advocates from across the state to promote the use of ACEs-focused data and information to guide prevention and early intervention efforts.
- ★ Illinois Childhood Trauma Coalition, a statewide membership of more than 100 organizations throughout Illinois that work to increase public awareness and capacity building on issues related to childhood trauma.
- ★ Collaboration with the Illinois Department of Children and Family Services and the Chicago Children's Advocacy Center, to align around using trauma-informed practices when working with young people who have been, or are at risk for being, victimized by abuse.
- ★ Illinois PROTECT, a project of the Illinois Chapter of the American Academy of Pediatrics, which among other things conducts professional development for practitioners about issues related to toxic stress and exposure to trauma.
- ★ Strengthening Chicago's Youth, a collaborative convened by Ann & Robert H. Lurie Children's Hospital of Chicago that aims to connect and mobilize stakeholders around policy, systems, and environmental change to prevent violence.
- ★ The Urban Youth Trauma Center (UYTC) at the University of Illinois at Chicago, which is affiliated with the National Child Traumatic Stress Network, aims to raise awareness about the needs of youth and families exposed to community violence and increase access to trauma-informed services in urban communities. The UYTC has partnered with the City to provide training in trauma-informed care for DFSS workers and delegates.



To continue reducing violence, the City and its partners must expand efforts to address trauma in some of Chicago's most vulnerable young people. The working group recommended that the City and its partners respond to homicide incidents and expand training in trauma-informed care and ACEs impacts, so that people who come into contact with youth and families are equipped to interrupt the cycle of violence by assisting those youth and families and referring them for necessary services.

1 **Implement a homicide crisis response model.**

The City has obtained a federal grant to pilot a systematic crisis response to homicides. In partnership with practitioners and trained volunteers, crisis response teams will be deployed in the wake of any homicide in pilot police districts to provide immediate support for victims and families, and facilitate ongoing services. These efforts are aimed at improving the quality of care provided to those who are affected by homicide, lessening the effects of trauma, and potentially interrupting retaliatory violence.

2 **Develop common core training standards for trauma-informed care and ACEs impacts.**

These can be used to train all family-facing staff in City and partner programs, such as Safe Passage workers.

3 **Pilot the incorporation of ACEs screenings into standard intake procedures for health providers.**

Building upon national models, the City and its community partners will demonstrate an approach that encourages health providers to screen for and engage their clients in ACEs-related discussions to assist in identification of service needs, motivate comprehensive assessments, and strengthen compliance with service referrals.

4 **Map opportunities for engagement with families impacted by trauma to identify opportunities for prevention, training, and response.**

By mapping those places where families are already accessing services and support, the City can be strategic in training frontline workers. Many of these workers (paid or volunteer) may not be connected to

larger organizations or institutions with common training in trauma-informed care. By creating a formal network, these frontline workers and ambassadors will be included in conversations around responding differently to trauma, and given the opportunity to participate in training and support being developed by experts.

5 **Expand teen dating violence prevention education to make it available to all educators and school employees.**

CDPH and CPS will continue to expand the Chicago Dating Matters initiative, extending online access to teen dating violence prevention instruction to all CPS employees.

6 **Launch a campaign to engage individual community members in efforts to address the effects of childhood exposure to trauma.**

Several ongoing public awareness efforts, including Chicago CEV Prevention Week and the Illinois Childhood Trauma Coalition's *Through Their Eyes* campaign, are working to increase understanding of the impacts of childhood exposure to trauma. These efforts have compelled many residents to want to become involved in addressing this critical issue. In 2015, the Commission will develop a plan to tap this energy by coupling these awareness-building efforts with information about volunteer and training opportunities for community members and organizations to address the issue of childhood exposure to trauma.

5



“ I dream of a system where all kids feel welcome in school.”

Youth forum participant

Creating Restorative School Communities

Youth who are engaged in school and learning are at lower risk for violence.

INTRODUCTION

VIOLENCE IN CHICAGO

YOUTH EMPLOYMENT

HEALTH AND HEALING

CREATING RESTORATIVE
SCHOOL COMMUNITIES

SAFETY AND JUSTICE

SAFE SPACES AND
ACTIVITIES

CONCLUSION

Contributors to Creating Restorative School Communities:

Jim Alexander
Robert Biekman
Cassie Brooks
Jadine Chou*
Jahmal Cole
James Dukes
Katie Hill
Walter Johnson
David Kelly*
Miriam Martinez
Felipa Mena
Nancy Michaels
Candace Moore
Michelle Morales
Brendan Murray
Jairo Nunez
Pamela Randall-Garner
Jose Sanchez
Jessica Schneider
Gregory Snyder
Treyonda Towns
Karen VanAusdal*
Janet Vargas

**Designates group co-chair*



A high school diploma is one of the most important protective factors against violence involvement. Chicago Public Schools has worked with a number of stakeholders and partners to develop strategies that get students to school; keep them on track by overcoming academic hurdles; and replace the zero tolerance discipline policies that were funneling some youth to the criminal justice system with restorative practices that prevent and de-escalate conflict.⁸

This “Restorative Practices” approach to discipline and violence prevention values keeping youth in school. Schools are encouraged to respond to problems by involving all participants to discuss their feelings and opinions, identify what happened, describe how it affected everyone, and collectively find solutions. The use of Restorative Practices helps strengthen relationships among students and between students and staff; reduces behavioral disruptions; de-escalates volatile situations; decreases exclusionary discipline; and promotes attendance and academic achievement.

Chicago's record on violence prevention in schools

Reforming the Student Code of Conduct

The modified code of conduct encourages teachers, principals, and school officials to develop alternatives to expulsion and out-of-school suspension, and calls for the expansion and enhancement of Restorative Practices. In the 2013-2014 school year, compared to the 2010-11 school year, there was a **33% drop in out of school suspensions, a 37% drop in referrals for expulsion, and a 35% drop in in-school arrests.**

Restorative Practices Coaches and PBIS training

CPS has trained over 45 schools in the integration of Restorative Practices and Positive Behavioral Interventions and Supports (PBIS) and **has assigned Restorative Practices Coaches in 77 schools.** These coaches can help the school achieve the vision of a restorative school community by coaching staff, co-facilitating interventions, and helping to engage parents.



Gang School Safety Teams

Gang School Safety Teams, which are part of the Chicago Police Department, are deployed to CPS schools in the wake of a shooting near a CPS school or involving CPS students. School personnel identify associates of the victim and the believed perpetrator, and individual and group interventions are held to connect students to services, develop safety plans as appropriate, and communicate to any involved gang factions that there will be serious consequences for retaliating or escalating the conflict.

Academic Remediation

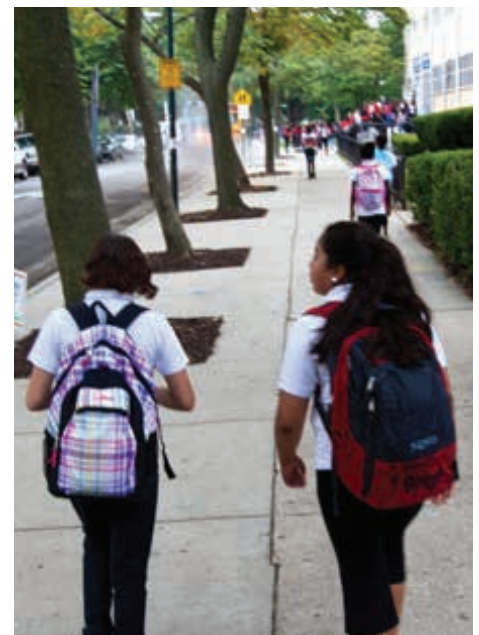
Building on research that shows a strong correlation between failing 9th grade math and a risk of dropping out of school, the City and University of Chicago piloted Match tutoring, which connects youth on track to fail Algebra I with daily two-on-one tutoring. In just eight months, participants in the pilot at Harper High School learned in math what the average American high school student takes three years to learn – equivalent to closing the achievement gap in math test scores between white and black students by nearly two-thirds. **Match tutoring also resulted in a 67 percent drop in student misconducts.**

Social Skill-Building & Mentoring

Chicago's gold-standard social skill-building and mentoring programs are non-academic interventions that use elements of cognitive-behavioral therapy to strengthen social-cognitive skills, including self-regulation and impulse control. Becoming a Man (BAM) and Working on Womanhood (WOW) are currently active in many CPS high schools and focus on anger management, respect for the opposite sex, planning for the future, personal responsibility, and "rites of passage." Participants in B.A.M saw a 10% increase in graduation rates, a 37% reduction in failing grades, and a **44% decrease in violent crime arrests** compared to non-participants. Urban Warriors, a similar program created by the YMCA, partners youth with mentors who are combat veterans.

School Climate Standards and Programs

Chicago Public Schools has adopted School Climate Standards, and promotes evidence-based social-emotional skill-building programs throughout its schools to address those standards, such as PATHS, Second Step, and Responsive Classroom.



Over the past three years CPS has...

reduced of out-of-school suspensions by

33%

decreased referrals for expulsion by

37%

dropped in-school arrests by

35%

decreased violent crime arrests for participants in B.A.M. by

44%

achieved district-wide attendance rate of

93.2%

Safe Passage

Through Chicago's Safe Passage program, CPS contracts with 23 community organizations who employ "community watchers" to supervise students traveling to and from school along designated routes. Since its inception in 2009, Safe Passage has been connected to the decline of criminal incidents around schools and an increase in attendance, contributing to **a District attendance record of 93.2 percent last year**. Chicago recently expanded its investment in Safe Passage to hire an additional 700 workers to serve an additional 27 schools and 15,000 additional students; in all, in the 2014-2015 school year, more than 69,000 students at over 130 schools are served by Safe Passage routes.

Student re-engagement centers and non-traditional learning environments

The City has launched three new student reengagement centers to help connect students who have recently dropped out of school to educational opportunities. In 2014, these re-engagement centers have created 700 individual success and graduation plans; **over 50% of these students have either re-engaged with school or are on track to re-engage with school this year**. The district has also created over 3,500 additional "option" seats for alternative, nontraditional learning environments to engage the hardest-to-reach youth and put them on the path to success.

Check and connect

The City has implemented a pilot truancy program that **provides 500 students in Grades 1-7 with one-on-one mentoring, monitoring, and support for learning at home**. The program also builds improved connections between parents and their child's school.



In order to build on these successes, the working group developed recommendations for expanding the use of these culture-shifting in-school strategies and engaging the entire community—in particular parents and community partners—in the work of building a restorative school culture.

1 Develop a plan and seek funding to establish 3 new community-based restorative justice hubs.

These are community-based sites available to schools and community members, which employ restorative practices in community spaces.

2 Train and bring parents into at least 4 new schools to help lead and participate in restorative practices.

These “parent peace rooms,” a model created and implemented by COFI/POWER-PAC that is already in use in several CPS schools, will be funded through a Juvenile Assistance Block Grant, in conjunction with the Chicago Police Department.

3 Launch a principal challenge grant program.

Seek funding for a challenge grant program for principals to develop and implement proposals to employ Restorative Practices in their schools.

4 Create a Restorative Practices “Toolkit.”

Building on existing publications from CPS and community partners, and with the help of students, develop a toolkit that can be used to assist schools in adopting Restorative Practices. The toolkit will include the philosophical principles of Restorative Practices; a menu of restorative techniques that can be used in schools; and resources to address racial disparities in discipline.

5 Coordinate principal outreach and education.

Principals may feel uncertain about prioritizing restorative practices in the face of pressure to deliver on academic metrics. The working group recommended that CPS survey principals about barriers to implementation and engage them in peer-to-peer outreach about the benefits—in both school culture and academic outcomes—that principals have seen as a result of moving to a more restorative model.

6 Develop and promote a restorative practices education campaign that includes an experiential learning component.

CPS will pilot an intensive Restorative Practices training and education effort that includes opportunities to experience restorative activities. This training and education campaign will be deployed over a short period of time to all stakeholders in a school community, including teachers, staff, administrators, students, parents, and community partners, with the goal of building shared understanding about the purposes and principles of Restorative Practices.

6



Safety and Justice

The Safety and Justice working group tackled two different but related issues: diverting low-level juvenile offenders away from the justice system and connecting them with services; and fostering mutually respectful interactions between officers and youth.

Contributors to Safety and Justice:

Julie Biehl

Eddie Bocanegra*

Kathy Boehmer

Maurice Classen

Willie Cochran

Karen Conway

Colleen Daley

Maggie Hickey

Tony Iweagwu

Rebecca Levin

Fred Long

Amrit Mehra

Bobby Moore

Cliff Nellis

Crystal Palmer

Mark Payne

Elena Quintana

Alvin Rider

Michael Rodriguez

Jackie Rosa

Janey Rountree*

Chris Rudd

Angela Rudolph

Robert Tracy*

Chris Wheat

Shanicka Williams

Paula Wolff

**Designates group co-chair*



JUVENILE DIVERSION

In the five-year period from 2009-2013, 70% of youth shooting victims had at least one prior arrest and 24% had been arrested six times or more. Once a youth has been detained by the Department of Juvenile Justice, there is an 80% chance he or she will recidivate and return to custody within three years.

The second or third time a youth is arrested for a low-level offense, therefore, is a critical moment for intervention and an opportunity to help put a young person on a more positive path.

The City has designed interventions for low-level juvenile offenders to reduce recidivism and hopefully address the underlying problems driving the criminal conduct. Survey research of juvenile interventions indicates that punitive or “scared straight” interventions have little to no impact on recidivism, while therapeutic programs such as counseling, cognitive behavioral therapy, mentoring and skill building are more effective—and quality implementation is just as important as the program design.⁹

Chicago's juvenile diversion strategy

Juvenile Intervention Support Center (JISC)

Since 2006, juveniles arrested for non-serious offenses on the west side of the City have been brought to the JISC, where they are diverted from formal court processing and connected with on-site evidence-based intervention programming. Eight years after its inception, the JISC has expanded to include Police Districts 2, 7, 8, 9, 10, 11 and 12.

RISE intervention for arrested youth

In 2014, Chicago launched Restoring Individuals through Supportive Engagement (RISE), a diversion intervention pilot that combines intensive individual mentoring, group counseling, and participation in a community service project. The project works to reduce recidivism by increasing interactions with caring adults, fostering pro-social engagement, and building enrichment opportunities. **The RISE pilot will reach over 600 justice-involved youth** over two years.





600

justice-involved youth at risk of recidivism
positively affected by RISE program

9,500

police personnel trained in
procedural justice

2,400

officers certified in basic
Crisis Intervention Training

Juvenile Records Expungement Reform

Mayor Emanuel, Senator Kwame Raoul, and Representative Arthur Turner worked to pass SB978, which requires the Illinois State Police to automatically expunge on an annual basis those juvenile arrest records that were never formally charged. Nearly 75% of last year's 21,000 juvenile arrests in Illinois were never formally processed in the courts. Because an arrest record—even if never formally charged—can adversely impact a person's opportunities for housing, financial aid and employment, this bill will help to make sure thousands of young people will have a fair shot at success in adult life.

BUILDING RELATIONSHIPS BETWEEN YOUTH AND POLICE

In dozens of conversations with youth, young people almost universally reported that they want police in their communities to help keep them safe, but they feel disrespected by police. At the same time, police officers have perhaps the most dangerous job in the City, and have had firsthand contact with violent and sometimes disrespectful offenders. Both officers and youth too often make overgeneralized assumptions based on their interactions with certain individuals. Breaking down communication barriers and restoring mutual faith and respect is therefore essential to improving public safety. Both groups need to view the other as a legitimate partner in the joint mission to keep communities safe.

Chicago's record on community policing

In the past three years, Chicago has taken several important steps to provide police training that focuses on legitimacy, and to engage officers in programs designed to improve relationships with the community:

Procedural Justice & Police Legitimacy Training

Building on academic research that shows that officers can gain trust of residents by listening, being respectful and objective, and empowering them—called “procedural justice”—the Chicago Police Department has over the last three years created **a procedural justice training program that to date has been implemented with over 9,500 police personnel**. The Chicago Police Department is developing Phase 2 of the training, which uses scenarios to reinforce best practices.

Crisis Intervention Training

Patrol officers often respond to emergencies involving individuals who are in crisis due to illness, disability, psychological or emotional issues, or other circumstances. Recognizing that the justice system is ill-suited to treat these conditions, the Chicago Police Department trains and certifies certain officers in crisis intervention, in which officers learn how to respond to a wide range of crises, including mental illness, adolescent disorders, substance abuse, disabilities, geriatric conditions, and the effects of psychotropic drugs. Once officers are certified in CIT, they are eligible to be further certified in youth crisis intervention. To date, **2,400 officers have been certified in basic CIT**, and nearly 600 have received advanced youth training.

Bridging the Divide

Bridging the Divide was developed by the YMCA in partnership with the Chicago Police Department to help build understanding between youth, law enforcement officials, and community members. The program uses creative dialogue techniques like Peace Circles in conjunction with tools including story albums that feature the voices of youth and police officers; a question deck that offers a flexible curriculum for community conversations; and a poster series that helps expand basic ideas about community safety. Over the course of the partnership, the YMCA and the Chicago Police Department have developed these practices into a toolkit which, with training, can be used by other qualified organizations to facilitate youth-police discussions to advance understanding, healing, and proactive safety solutions.



RECOMMENDATIONS BASED ON CHICAGO'S JUVENILE DIVERSION STRATEGY:

1 Expand RISE to serve more juvenile offenders.

While feedback on the RISE pilot has been positive, providers noticed that some youth with low attendance rates were traveling long distances to reach the program site. Next year, the City will expand the program to additional sites.

2 Identify best practices for engaging parents.

In 2015, the Commission will work to identify best practices for engaging the parents of arrested youth to help identify problems driving misconduct and connect families to a wider range of services.

3 Develop alternatives to arrest for first-time youth offenders.

A mere arrest record, even if a case was never filed, can have long-lasting consequences for housing, financial aid, and college admissions. In 2015, CPD will explore alternatives to arrest for first-time, low-level juvenile offenders, including potential referrals to community-based restorative justice hubs (see Section 5) or administrative tickets that would require juveniles to complete community service.

RECOMMENDATIONS BASED ON CHICAGO'S RECORD ON COMMUNITY POLICING:

1 Expand Bridging the Divide.

In 2015, the CPD and community partners will collaborate to bring Bridging the Divide to additional police districts, expanding the "tool kit" to include music and sports competitions, youth-led "community tours" for officers, and "Story Corps" albums where youth and officers interview each other about their experiences.

2 Host a Community Policing (CAPS) competition.

Officers and sergeants across the City are experimenting with innovative ways to develop better relationships with youth, including youth beat meetings, coaching sports, and pop-up beauty salons. A department-wide competition to identify and fund the best ideas will ensure those ideas are heard. Entries will be jointly submitted with a community-based partner. More information about how to compete will be released in 2015.

3 Create Youth Peace Grants.

The City has committed \$50,000 for a mini-grant program in which youth, in partnership with supporting adults, will submit proposals for projects to address issues of violence in their neighborhoods. Youth are invited, but not required, to include police officers as sponsoring adults. Full details about the mini-grant application process will be released in early 2015.

7



★ *The most significant challenge we face in keeping our youth safe are the existing silos—between organizations, service providers, funders, and the youth themselves.”*

Laura Gettinger, CHICAGO HOUSING AUTHORITY

Safe Spaces and Activities

Access to safe places to gather and play—equipped with youth-approved activities and staff trained to build relationships and deliver quality programs—can strengthen and revitalize neighborhoods, and combat the impression that violence is the norm.

Contributors to Safe Spaces and Activities:

Barbara Abrajano
Keri Blackwell
Vaughn Bryant*
Robert Castaneda
Adriane Clomax
Marqus James Crockett
Troy Dobbins*
Dorian Figgers
Mildred Harris
Meghan Harte*
Monica Haslip
Bernard Jakes*
Beyonca Johnson
Michael Kelly
Tena Kunik
Diane Latiker
Magdalena Martinez
Holly Medley
Lou Ramos
Claude Robinson
Amy Schachman
Amy Skeen
Sam Stivers
Albert Tyson
Dave Williams

**Designates group co-chair*

For children and families living in neighborhoods affected by violence, safety concerns can hinder participation in some of the quintessential experiences of childhood—such as playing in the yard, the neighborhood, or the park. The Safe Spaces and Activities working group considered strategies and recommendations to ensure that all youth in all neighborhoods have access to, and are aware of, safe spaces to gather, play, and participate in appealing activities in their community.

Chicago's expansion of park and recreational offerings

In October 2014, the Chicago Park District was awarded the National Gold Medal Award for Excellence in Parks and Recreation—a recognition of its substantial efforts to develop and improve safe spaces and quality programs. The City and its partners have implemented several programs, and made substantial capital investments, to create and maintain safe places for families and children to play and grow:

Night Out in the Parks

In 2014, this series brought over **1000 events and programs to more than 230 neighborhood parks** throughout the City. Most of these events occurred on weekend nights during the summer.

Windy City Hoops and expanded basketball programming

Starting its 3rd year, 11 **Windy City Hoops sites provide 3,200 youth opportunities to play basketball year-round**, on Friday and Saturday nights. This program has not only touched the youth participating: it has become a family and neighborhood event, attracting thousands of participants and spectators of all ages. City-wide, there have been over 15,000 total registrations in Park District basketball programs. The City has also refurbished 150 basketball courts.





1,000

Night Out in the Park
events and programs

3,200

Windy City Hoops participants
play basketball year-round

175

playgrounds refurbished
through Chicago Plays!

2MM

books read by participants
in Rahm's Readers

Chicago Plays!

Over the past two years, the City has refurbished over **175 playgrounds and 55 new artificial turf fields** in schools and parks. In total, Chicago will build or refurbish 325 playgrounds through this program.

Easy access to Parks and Playgrounds City-wide

The City has made substantial land and facilities investments to ensure that every child in the City of Chicago lives no more than a 10-minute walk from the nearest park or playground.

Chicago's expansion of park and recreational offerings *continued:*

Library Programming

The City has expanded its library programming for children and families of all ages, including the YOUmedia program, through which teens receive training in web design, digital media production, and programming; and Rahm's Readers, whose **participants read over 2 million books in 2013.**

Chicago City of Learning

The City has developed a website where youth ages 4 to 24 can search for a wide variety of programs and activities by neighborhood or interest area. Activities are available at over 100 participating organizations in neighborhoods, parks, libraries, and online. Youth who create an account on the site can earn badges and receive incentives and rewards for their participation. **Over 200,000 youth accessed Chicago City of Learning last summer.**



While Chicago has made tremendous progress in enhancing the appeal and availability of recreational offerings, more young people need to become familiar with the variety of offerings in their community and across the City, particularly those that are close to home but may not be their “regular” places. In addition, City facilities may not be aware of residents’ program needs and interests.

The Safe Spaces and Activities working group recommended strategies to communicate with youth about activities in their neighborhoods and ensure that youth are able to travel safely to those activities.

1 Create a process for youth to provide ongoing input about their evolving program needs and interests.

The City and its sister agencies will create and advertise a feedback mechanism to allow youth input into desired programming at libraries, parks, schools, and community organizations on a neighborhood-by-neighborhood basis, so that programming can be tailored to respond to youth interests.

2 Build a single, mobile-device-friendly source for information about program opportunities throughout the city.

The working group recommends building on and expanding the Chicago City of Learning site, populating it with additional park and employment programming opportunities, so there is a single, mobile-device-accessible source for youth to get information about relevant offerings in their community.

3 Enlist high-profile ambassadors to publicize and create excitement around program opportunities.

4 Engage community volunteers to mentor, coach, and provide positive activities and presence in spaces and on routes that may be perceived as unsafe.

Successful programs have used the power of volunteers to congregate in “hot spots” and replace dangerous or criminal activity with positive activities and programming.

5 Promote a system that matches facilities that have existing unused space with organizations that need space for their programs.

Partners for Sacred Places recently launched a pilot program to match facilities with available spaces with organizations that have space needs. The working group recommends promoting this model to expand the use of underutilized facilities in high-needs neighborhoods, and to help the facilities that possess those spaces become more active within their communities.

6 Develop a coordinated plan for safe transport to activities in three target neighborhoods.

The Commission will convene existing volunteer and community groups to identify the safety needs for youth travelling between school and after-school programming in target neighborhoods.

8



Conclusion

The City of Chicago has no greater charge than ensuring that all of its young people are safe and secure, so that they may reach their full potential. The recommendations of the Mayor's Commission for a Safer Chicago provide a creative, collaborative, and workable framework for the City and its partners to work side by side to address and prevent youth violence. The City and the Commission are committed to continuing to work together to implement this shared vision, so that we may make meaningful progress towards improving outcomes for all of Chicago's youth.

Appendix

Chicago's comprehensive violence prevention strategy includes a wide range of programs to **prevent** violence; **intervene** with youth at risk for becoming involved in violence; and **respond** to active conflicts and the most serious and chronic offenders. Below is a brief description of programs that are part of the City's violence prevention strategy.

City Agency Key

CCC: Community Colleges of Chicago

CPL: Chicago Public Library

CDOT: Chicago Department of Transportation

CPS: Chicago Public Schools

CDPH: Chicago Department of Public Health

CTA: Chicago Transit Authority

CHA: Chicago Housing Authority

DFSS: Department of Family and Support Services

CPD: Chicago Police Department

Parks: Chicago Park District

STRATEGY	RESPONSIBLE AGENCY
<i>*Strategies in red italics represent Commission recommendations</i>	
Prevention The City has made substantial investments in primary prevention programs, which reach a large number of people and are designed to help prevent violence by building resilient children and communities. These efforts focus in particular on education, health, and community policing.	
Universal Pre-Kindergarten for Children in Poverty The City will expand access to high quality pre-kindergarten to 2,620 additional disadvantaged 4-year olds through the Child Parent Center (CPC) model over the next four years. This investment will close the gap in Pre-K provision, allowing the City to serve all of the 25,000 4 year-olds in the City who are eligible for free and reduced lunch (185% of poverty.) The CPC model has a proven track record of improving educational outcomes and lifelong trajectories for disadvantaged children in pre-school and beyond. The CPC model achieves these outcomes by working not only with students, but also with parents to help foster better learning at home and help families address the myriad challenges they face.	CPS / DFSS
Expanding Early Childhood Education The Mayor has implemented universal full-day kindergarten for the first time in Chicago, ensuring that all 30,000 CPS kindergarten students will receive a full day of instruction. Over \$36 million has been committed in the City's budget to provide 5,000 more of our youngest students with high-quality early learning and Pre-K programs over three years. The Mayor set a high bar of quality for the City's early learning programs, so that children and families have access to wraparound services like parent coaching, literacy support, nutrition workshops, and referrals to social services that support children and their families.	CPS / DFSS
New Early Learning Center The City has established a new Early Learning and Wellness Center that now serves over 150 children and families from Englewood and Back of the Yards.	CPS / DFSS
Longer School Day When Mayor Emanuel took office, CPS had the shortest school day and year of any major city in the country. The administration expanded learning time by more than 200 hours per year for elementary students and more than 160 hours per year for high school students- the single largest increase in additional learning time in the country. A student entering kindergarten now receives nearly 2.5 additional years of instructional time by the time he or she graduates high school.	CPS
Expanding International Baccalaureate Schools A University of Chicago study showed that students who attend International Baccalaureate (IB) programs in Chicago are 40% more likely to attend a four-year college and 50% more likely to attend a more selective college. These IB students are representative of Chicago's diversity: 75% of IB students in Chicago are African-American or Latino and 77% of IB students are eligible for free and reduced lunch. The Mayor has now brought these rigorous programs to every part of the city - creating 7 wall-to-wall IB high schools, 6 new IB Diploma Programme high schools, and 10 new IB elementary school programs. Chicago now boasts the largest IB network in the country.	CPS



STRATEGY	RESPONSIBLE AGENCY
<p>5 Early College STEM Schools</p> <p>The Mayor approached five global corporate partners (Cisco, IBM, Motorola, Microsoft, Verizon) who understand the importance of investing in our future workforce to create 5 Early College STEM High Schools, focused on honing students' skills in science, technology, engineering, and math to prepare students for success in college and in life. STEM Students have the opportunity to take college-level courses while in high school, putting them significantly ahead in skills and college credits. After high school, they will be on track to receive an associate degree from one of Chicago's community colleges and receive a job in its highly-specialized, skills-driven economy. Each technology company will give students from their partner high schools an inside track for a job when they graduate. These schools are training and preparing diverse students who are traditionally underrepresented in IT careers—potentially changing the demographics within IT fields across Chicago. Now in their second year, 90% of students at the STEM schools passed the Exploring Computer Science course; four out of the five schools demonstrated a higher percentage of freshmen on track for graduation compared to the district average; and industry partners provided over 1,000 work-based learning opportunities and 900 mentorships to 1,300 students.</p>	CPS / CCC
<p>College to Careers Revamp of City Colleges</p> <p>College to Careers is a nationally-recognized initiative of Mayor Emanuel's launched in December 2011, designed to ensure that students gain the skills and knowledge they need to succeed in 6 high-growth industries: healthcare; business; information technology; culinary and hospitality; transportation, distribution, and logistics; and advanced manufacturing. Over 150 local and national businesses and organizations have partnered with the City Colleges of Chicago (CCC) to build out the curriculum, offer internships and work experience, and make CCC graduates first in line for their positions. This approach is already demonstrating results: to date, over 1,000 CCC students have landed jobs or internships through College to Careers. A World Bank delegation visited Chicago to learn about the design and implementation of College to Careers, in hopes that the model can be instructive for designing education and workforce development programs elsewhere around the nation and the world.</p>	CCC
<p>One Summer Chicago - 22,500 Summer Jobs for Youth</p> <p>The Mayor launched the One Summer Chicago (OSC) program in 2011 in collaboration with the county, state, business, and foundation communities. In 2014, OSC provided 22,500 summer jobs for young people in Chicago, a 10% increase over 2013. This overall number includes 12,000 City-funded jobs funded by a \$14.5 million investment in the Mayor's 2014 budget. In addition, the City launched a first of its kind summer program for justice-involved youth - One Summer Chicago Plus (OSC+) - that gives justice-involved youth opportunities for employment, mentoring and social and emotional learning experiences. In 2014, the City doubled its investment in OSC+ from \$1.5 million to \$3 million—increasing the number of City-funded OSC+ slots from 500 to 1,000 at-risk youth. Results show that in 2012, when compared to similarly at-risk youth who did not join the program, participants in OSC+ were 51% less likely to be arrested for a violent crime.</p>	DFSS
<p>Expanded Employer Partnerships for Youth Employment</p> <p>To increase the availability of both summer and year-round job opportunities for youth participating in One Summer Chicago and One Summer Chicago Plus, the City will strengthen its relationship to private-sector employers. Strategies will include creating a system of employer incentives and identifying employer champions.</p>	DFSS
<p>Common Curriculum for Workforce Readiness and Career Planning for Youth Employment Programs</p> <p>The new curriculum will be piloted with certain summer employment providers in 2015 with the ultimate goal of incorporating it into all youth employment programs.</p>	DFSS / Community Partners
<p>"Training Bridge," Focused on "21st Century Skills," to Continue Workforce Skills Training After the Completion of a Summer Job</p> <p>Prior to the end of the summer, providers across all youth employment programs will identify youth who need additional assistance and training in workforce skills, and invite them to participate in a "social club" that continues to model and teach workforce readiness skills.</p>	DFSS / Community Partners
<p>Chicago City of Learning</p> <p>Through Chicago Summer of Learning, over 200,000 summer learning opportunities and youth jobs were available to Chicago's young people across 100+ organizations. Chicago launched the world's first citywide digital badging system to recognize out-of-school student learning - about 100,000 badges were earned. Chicago is the first city to revolutionize learning in this way and many other cities, from Los Angeles to Dallas, are following its lead. Building on Chicago Summer of Learning, the City has expanded to the year-round Chicago City of Learning (CCOL), in partnership with DePaul and the MacArthur Foundation. In 2015, the City intends to populate CCOL with additional park and employment programming opportunities, so there is a single, mobile-device-accessible source for youth to get information about relevant offerings in their community.</p>	CPS / DFSS / Mayor's Office
<p>Youth Peace Grants</p> <p>The City has committed \$50,000 for a mini-grant program in which youth, in partnership with supporting adults, will submit proposals for projects to address issues of violence in their neighborhoods. Youth are invited, but not required, to include police officers as sponsoring adults. Full details about the mini-grant application process will be released in early 2015.</p>	Mayor's Office / Community Partners

STRATEGY	RESPONSIBLE AGENCY
<p>CPD Procedural Justice & Police Legitimacy Training</p> <p>Over the past three years, CPD created and implemented training for more than 9,500 police personnel to teach fairness and respect – also called “procedural justice.” Research by academics like Tracey Meares at Yale University has shown that when police officers listen to residents, empower them and are objective and respectful, police officers gain the trust of those residents.</p>	CPD
<p>“Bridging the Divide” Program to Improve Police-Youth Relations</p> <p>Bridging the Divide was developed to build understanding between youth, law enforcement officials, and other community members. Throughout the project the YMCA and community partners offer opportunities for dialogue through cafes, peace circles, and the exchange of photos and stories. Over the course of the partnership, the YMCA and the Chicago Police Department have developed a toolkit that can be used by other organizations to help improve youth-police relationships. In 2015, the CPD and community partners will collaborate to bring Bridging the Divide to additional police districts, expanding the “tool kit” to include music and sports competitions, youth-led “community tours” for officers, and “Story Corps” albums where youth and officers interview each other about their experiences.</p>	YMCA / CPD
<p>CAPS Revitalization</p> <p>Under Mayor Emanuel, the CAPS program has been re-organized and re-energized to ensure CAPS officers are more accountable to the communities they serve. Civilian CAPS personnel assigned to a district now report directly to the District Commander, allowing district personnel to better know the community leaders in their respective districts, and develop closer relationships with the communities they serve. In addition, by moving CAPS management back to the district, community-specific issues can be addressed where it is most effective – at the local level.</p>	CPD
<p>Host a Community Policing (CAPS) Competition</p> <p>Officers and sergeants across the City are experimenting with innovative ways to develop better relationships with youth, including youth beat meetings, coaching sports, and pop-up beauty salons. A department-wide competition to identify and fund the best ideas will ensure those ideas are heard. Entries will be jointly submitted with a community-based partner. More information about how to compete will be released in 2015.</p>	CPD
<p>City Year Tutors</p> <p>Students at risk of dropping out can be identified in elementary school by three early warning indicators known as the ABCs: poor attendance, disruptive behavior and course failure in Math and English. City Year partners with public schools to provide the extra people power to help students who need multiple, consecutive years of support with the continuum of care. City Year corps members currently support students in 20 schools, and the Mayor has committed \$500,000 to allow City Year to serve an additional 750 students for a total of 15,600 students</p>	CPS
<p>“Thirty Million Words” Vocabulary Development</p> <p>Thirty Million Words is an evidence-based program run by Dr. Dana Suskind of UChicago Medicine that will engage 200-250 low-income families for up to 5 years, helping parents build their child’s vocabulary from the time they are 15 months to kindergarten.</p>	CPS / DFSS / CDPH
<p>Teen Dating Violence Program</p> <p>The Chicago Department of Public Health, in partnership with the Chicago Public Schools, has developed and implemented the Chicago Dating Matters Initiative, a Centers for Disease Control and Prevention-funded teen dating violence (TDV) prevention program. This research effort tests the impact of different levels of education and community and media engagement in reducing in TDV for 6th, 7th, and 8th grade students. Students, their parents, faculty, and other staff in the target schools are exposed to TDV prevention instruction to promote healthy relationships and proactively address issues of intimate partner violence. To date, that program has been used with 2,000 youth across 12 schools. In 2015, CDPH, in partnership with CPS, will continue to expand access to online TDV instruction for all CPS employees.</p>	CDPH
<p>Chicago Safe Start</p> <p>Chicago Safe Start began as one of 11 national demonstration projects funded by the Office of Juvenile Justice and Delinquency Prevention, Office of Justice Programs. It continues as a major program of the Chicago Department of Public Health’s Office of Violence Prevention. Chicago Safe Start’s mission is to prevent and reduce the impacts of exposure to violence on children ages six and younger. Chicago Safe Start has a network of service partners, which provide family support and mental health services to young children and their families impacted by violence.</p>	CDPH
<p>Public Awareness Campaign to Engage Community Members in Preventing Childhood Exposure to Trauma.</p> <p>Several ongoing public awareness efforts are working to increase understanding of the impacts of childhood exposure to trauma, including CEV Prevention Week, and the Illinois Childhood Trauma Coalition’s <i>Through their Eyes</i> campaign. In part as a result of these efforts, many individual citizens feel compelled to become involved in addressing this critical issue, but may not know how. In 2015, the City and its partners will develop a plan to tap this energy by a coupling these awareness-building efforts with information about volunteer and training opportunities for community members and organizations that want to work on addressing the issue of childhood exposure to trauma.</p>	CDPH / Community Partners



STRATEGY	RESPONSIBLE AGENCY
Rahm's Readers Rahm's Readers, a Chicago Public Libraries program, encourages literacy, learning, and reading among youth to help them grow and learn. This past year, youth participants read over 2.2 million books.	CPL
Chicago Plays! Playground and Artificial Turf Improvement The City has improved or built over 175 playgrounds and 55 artificial turf fields in the last two years, ensuring every child in Chicago is within a 10 minute walk to a park or playground.	Parks
Windy City Hoops and Refurbished Basketball Courts Through the "Slam Dunk" program, the Chicago Park District has refurbished over 150 basketball courts. This year there have been over 15,000 total registrations in its basketball programs - including open gym, leagues, instructional programs, and camps. In addition, 11 Windy City Hoops sites are spread across several communities and provide 3,200 youth opportunities to play year-round.	Parks
Night Out in the Parks In May 2013, Mayor Emanuel, Chicago Park District Superintendent Michael P. Kelly, and Department of Cultural Affairs and Special Events Commissioner Michelle Boone announced "Night Out in the Parks," a new series that presents citywide activities during the summer, making community parks a safe haven and a hub of cultural activity. The program reaches new audiences by integrating arts and culture into Chicago neighborhoods and encouraging life-long commitment to learning and to arts and cultural advocacy. In its first year, the 2013 Night Out in the Parks series brought more than 750 events and programs to more than 230 neighborhood parks throughout the city.	Parks
YOUMedia Lab In February 2014, Mayor Emanuel and Library Commissioner Brian Bannon announced a more than two million dollar expansion of the Chicago Public Library's (CPL) nationally- recognized YOUMedia program, which provides teens across the City with digital learning experiences. CPL will open new YOUMedia spaces at six libraries and launch a 'pop-up' program that will bring YOUMedia programs to twelve neighborhoods. This investment represents a 25% expansion in digital teen services, and makes this program the largest of its kind in any U.S. public library	CPL
Force for Good Force for Good is a Chicago Police Department program that helps build the capacity of promising community organizations to deploy effective violence prevention and collective efficacy programming in the highest risk communities across the city. To date, over thirty-one organizations have graduated from the program.	CPD
Expanded CPD Bike Patrols The Mayor's proposed 2015 City budget includes a \$2 million investment to double the number of police officers trained on bikes from 200 to 400 in neighborhoods throughout the city. This investment builds on the expansion of bike teams to all 20 Operation Impact zones, which are high crime neighborhoods on the south and west sides. These teams have enjoyed overwhelmingly positive community feedback, helping build stronger relationships between police officers and the communities they serve.	CPD
Intervention Intervention programs serve youth that the City believes are at elevated risk for becoming involved in violence due to certain factors like truancy, trauma, or prior arrests. By identifying the youth most at risk for becoming victims or perpetrators of violence, the City can intervene before a violent incident occurs.	
Student Code of Conduct Reforms to Roll Back "Zero Tolerance" Policies CPS has updated its code of conduct to encourage teachers, principals and school officials to develop alternative strategies and options for dealing with disciplinary issues. These updates call for expanding the use of restorative justice practices in schools, and working with community partners and parents to promote healthy school climates that will give students the support necessary to be successful in college, career and in life. Compared to the 2010-2011 School Year, in 2013-2014 there were 27,000 fewer out of school suspensions-a 33% drop in the out of school suspension rate; 1,300 fewer students referred for expulsion—a 37% drop in the expulsion rate; and 1,000 fewer in-school arrests of CPS students-a 35% drop in the in-school arrest rate.	CPS
Mentoring and Social Skill Building Programs (BAM and WOW) Becoming a Man (BAM) and Working on Womanhood (WOW) are non-academic intervention programs that use elements of cognitive-behavioral therapy and non-traditional sports activities to strengthen social-cognitive skills, including self-regulation and impulse control. BAM participants saw a 10 percent increase in graduation rates, a reduction in failing grades by 37 percent and a decrease in violent crime arrests by 44 percent.	CPS / DFSS

STRATEGY	RESPONSIBLE AGENCY
<p>Intensive Academic Tutoring for Students At-Risk for Dropping Out – Match Tutoring</p> <p>Building on research that shows a strong correlation between failing 9th grade math and risk of dropping out of school, the City piloted Match tutoring, which connects youth on track to fail Algebra I with daily two-on-one tutoring. Program participants were also enrolled in BAM. In just eight months, participants at Harper High School learned in math what the average American high school student takes three years to learn. The program's benefits were equivalent to closing the achievement gap in math test scores between white and black students by nearly two-thirds. Match tutoring also resulted in a 67 percent drop in student misconducts. The program is predicted to reduce violent arrests among students by 50 percent, reduce course failures by 37 percent, and increase the likelihood of being "on track" to graduate by 50 percent. This program has now expanded to over 1,000 CPS students.</p>	CPS
<p>One Summer Chicago Plus</p> <p>A first of its kind summer jobs program for youth at risk of violence involvement, OSC+ is a rigorously evaluated program designed to increase school engagement and reduce violence that impacts youth. The City funded 1,000 slots for youth in 2013 and 2014, a 30% increase compared to 2012. A randomized controlled trial found that OSC+ participants were 43% less likely to be arrested for a violent crime compared to a similar peer group that was not enrolled in the program. The program results were published in the December 2014 edition of <i>Science</i>.</p>	DFSS
<p>Connections to Year-round Education and Employment Activities for 1000 OSC+ Youth.</p> <p>Using the results of intake surveys and assessments, providers and the City will connect youth in the OSC+ program with existing year-round programs that address their interests and educational needs, particularly: the academic, career, and adult basic education programs at City Colleges of Chicago; the Chicago Cook Workforce Partnership for year-round job placement; and option schools for high school age students who need to complete their diploma. DFSS hopes to support the youth in these year-round opportunities through a pilot case management system.</p>	DFSS
<p>Restorative Justice Coaches and Positive Behavior Interventions and Supports (PBIS) Training in Schools</p> <p>CPS has provided 77 schools with restorative practices coaches (1-2 semesters) to train staff on restorative language, co-facilitate peace circles, and deliver restorative interventions. CPS is currently training 45 schools in School Climate strategy/PBIS practices as part of a climate cohort that meets quarterly (3 full day sessions have taken place thus far.) Thus far in the 2014-2015 school year, CPS has trained 47 schools in restorative practices, 11 schools in peer jury, 39 staff members as peace circle keepers, and 26 staff in Restorative Conversation.</p>	CPS
<p>Restorative Practices Education Campaign</p> <p>With an eye towards building shared understanding in a community about the purposes and principles of Restorative Practices, CPS will pilot an intensive training and education effort, focused on opportunities to experience restorative activities, which can be deployed over a short period of time to all stakeholders in a school community: teachers, staff, administrators, students, parents, and community partners.</p>	CPS / Community Partners
<p>Principal Restorative Practices Challenge Grant Program</p> <p>In 2015, CPS hopes to make funding available to principals who develop and implement proposals to expand the use of Restorative Practices in their schools</p>	CPS
<p>Restorative Practices "Toolkit"</p> <p>Building on existing publications from CPS and community partners, and with the help of students, CPS will develop a toolkit that can be used to assist schools in adopting restorative practices. The toolkit will include the philosophical principles of Restorative Practices; a menu of restorative techniques that can be used in schools; and resources to address racial disparities in discipline.</p>	CPS / Community Partners
<p>Check and Connect Truancy Pilot</p> <p>Check and Connect is a pilot program that combats truancy by providing 500 students in grades 1-7 with one-on-one mentoring, monitoring, and support for learning at home. The program also connects parents with enhanced connection to their child's school.</p>	CPS
<p>Three New CPS Student Reengagement Centers</p> <p>CPS has launched three new student re-engagement centers to help connect students who dropped out of school to educational opportunities. The re-engagement centers have created over 700 individual success and graduation plans. Over 50% of these students have either re-engaged or are on track to re-engage with school.</p>	CPS
<p>New Seats in CPS "Option" Schools</p> <p>CPS has created over 3,500 additional "option" seats for alternative, nontraditional learning environments to engage the hardest to reach youth and put them on a path to success. CPS is on-track to nearly double the number of available seats in neighborhoods with the greatest need and engaged the community to help identify disengaged youth.</p>	CPS



STRATEGY	RESPONSIBLE AGENCY
<p>Parent-Staffed Peace Rooms in Schools</p> <p>Next year, the City and Chicago Public Schools will add 8 new “peace rooms” in elementary schools, many of which will be co-staffed by parents from the community. At each school, parents and other community volunteers will be introduced to the core concepts of restorative justice, and they will support CPS and involved community organizations in developing a vision and goals for their school’s anti-violence work</p>	CPS / COFI/POWER-PAC
<p>Three New Community-based Restorative Justice Hubs</p> <p>Restorative justice hubs are community spaces, available to schools and community members, which employ restorative practices in community spaces to help resolve and de-escalate conflict. Expanding community restorative justice hubs will provide additional support and resources for schools and communities that are moving to a more restorative model of discipline.</p>	Community Partners
<p>Safe Passage</p> <p>Safe Passage employs “community watchers” who are deployed throughout designated routes to supervise students traveling to and from school. The District contracts with 23 community organizations, to hire residents from the community to staff routes that ensure students get to and from school safely. Since its inception in 2009, Safe Passage has been connected to the decline of criminal incidents around schools and an increase in attendance, contributing to a District attendance record of 93.2 percent last year. Chicago recently expanded its investment in Safe Passage to serve an additional 27 schools and 15,000 more students with an additional 700 Safe Passage workers for a total of 1900 workers. In the 2014-2015 school year more than 69,000 students at over 130 schools are being served by Safe Passage routes.</p>	CPS / Community Partners
<p>Greencorps Youth</p> <p>This partnership between DFSS and the Chicago Department of Transportation is open to youth in high schools identified through community and school risk factors. The program provides an intensive six-week summer youth learning and experience in two primary educational modules focusing on horticulture and cycling.</p>	DFSS / CDOT
<p>Youth Working for Success</p> <p>YWS is a civic leadership program for over 400 justice-involved youth that includes social entrepreneurship, service learning, and paid employment in the social sector. The program focuses on supporting youth development, social emotional intelligence, interaction with caring adults and building upon the positive resiliency skills of youth so they may navigate away from risky behaviors and seek more positive interactions that support academic and emotional well-being and resiliency.</p>	DFSS
<p>Juvenile Record Expungement Reform</p> <p>The Mayor, Senator Raoul, and Representative Turner worked to pass SB978 which requires the Illinois State Police to automatically expunge on an annual basis those juvenile arrest records that were never formally charged. Last year there were over 21,000 juvenile arrests in the state of Illinois. Nearly 75% of these arrests ended in diversion and were never formally processed in the courts. This law will ensure that thousands of young people will have a fair shot at educational and career success in their adult life.</p>	Mayor’s Office
<p>Alternatives to Arrest for First-time Youth Offenders</p> <p>A mere arrest record, even if a case was never filed, can have long-lasting consequences for housing, financial aid, and college admissions. In 2015, CPD will explore alternatives to arrest for first-time, low-level juvenile offenders, including potential referrals to community-based restorative justice or administrative tickets that would require juveniles to complete community service.</p>	CPD / DFSS
<p>RISE Diversion Pilot</p> <p>In 2014, the City launched Restoring Individuals through Supportive Engagement (RISE), a diversion intervention pilot for arrested youth with a prior arrest record. The program combines intensive individual mentoring, group counseling, and participation in a group community service project. While feedback on the RISE pilot has been positive, providers noticed that some youth with low attendance rates were traveling long distances to reach the program site. Next year, the City plans to expand RISE to additional sites and police districts.</p>	CPD / DFSS
<p>Bridges and Pathways Juvenile Aftercare Pilot</p> <p>Bridges and Pathways is a comprehensive, 12-month life skills, educational and transitional employment juvenile aftercare pilot. The program functions as part of an integrated aftercare support model for youth exiting detention facilities and includes online educational supports, Social Emotional Learning/Cognitive Behavioral Therapy programming and mentoring</p>	DFSS
<p>CPD Crisis Intervention Training</p> <p>Patrol officers often respond to emergencies involving individuals who are in crisis due to illness, disability, psychological or emotional issues, or other circumstances. Recognizing that the justice system is ill-suited to treat these conditions, CPD trains and certifies certain officers in crisis intervention, in which officers learn how to respond to wide range of crises, including mental illness, adolescent disorders, substance abuse, disabilities, geriatric conditions, and the effects of psychotropic drugs. Once officers are certified in CIT, they are eligible to be further certified in youth crisis intervention. To date, 2,400 officers have been certified in basic CIT, and nearly 600 have received advanced youth training</p>	CPD

STRATEGY	RESPONSIBLE AGENCY
<p>Map Opportunities for Engagement with Families Impacted by Trauma</p> <p>It is critical to identify opportunities for prevention, training, and response with families impacted by trauma. By mapping those places where families are already accessing services and support, the City can be strategic in its training and outreach efforts. In particular, the City and its partners should identify and network with frontline workers “on the ground” in these communities. Many of these workers (paid or volunteer) may not be connected to the larger organizations or institutions that are taking the lead on developing common training in trauma-informed care. By creating a formal network, these frontline workers and ambassadors can be included in conversations around responding differently to trauma in the community, and participate in the training and support being developed across various collaboratives.</p>	<p>CDPH / Community Partners</p>
<p>ACEs Screenings Integrated into Health Care Intake Practices</p> <p>In 2015, the City hopes to pilot a program that incorporates screenings for Adverse Childhood Experiences (ACEs) into general health intake practices to assist with the identification of service needs.</p>	<p>CDPH</p>
<p>Response</p> <p>Response strategies are the most intensive strategies to reduce violence. These strategies focus on interrupting active violent conflicts, targeting enforcement against the most serious offenders, and supporting individuals returning to their communities after being incarcerated.</p>	
<p>Operation Impact</p> <p>In 2013, the Chicago Police Department launched Operation Impact, a law enforcement strategy to saturate police officers in specific geographic areas that represent 3% of Chicago’s area but account for 20% of its violent crimes. Since its launch, more than 400 officers have patrolled the 20 impact zones on the south and west sides of the City.</p>	<p>CPD</p>
<p>Moving Officers Back to the Beat</p> <p>After years of failing to keep up with attrition, CPD has hired nearly 1,000 new officers since December 2011, promoted hundreds to every rank from Sergeant to Chief, moved more than 1,000 officers to beats. In 2013 alone, CPD moved hundreds of officers from administrative positions back to the street.</p>	<p>CPD</p>
<p>Homicide Crisis Response Pilot</p> <p>The City has obtained a federal grant to pilot a systematic crisis response to homicides. In partnership with practitioners and trained volunteers, crisis response teams will be deployed in the wake of any homicide in pilot police districts; teams will provide immediate support for victims and families, and will facilitate a handoff to ongoing services. These efforts are aimed at improving the quality of care provided to those who are affected by homicide, lessening the effects of trauma, and interrupting potential retaliatory violence.</p>	<p>CPD / CDPH</p>
<p>Gang School Safety Teams</p> <p>Gang School Safety Teams are a collaboration between the Chicago Police Department and the Chicago Public Schools to monitor and de-escalate violent gang conflicts among students. The strategy is deployed in the wake of a shooting near a school or involving CPS students, and uses CPD and CPS knowledge of gang activities, conflicts, membership, and hierarchy to intervene with both associates of the victim and associates of the likely perpetrator to attempt to curb retaliation.</p>	<p>CPD / CPS</p>
<p>Two Degrees of Association (Social Networking Analysis)</p> <p>Based off of Yale University and the University of Illinois - Chicago, the Two Degrees of Association pilot identifies individuals who the most likely to be involved in violence—either as a victim or as a perpetrator. Using this approach, the Police Department has identified 400-500 individuals who are at significant risk for violence involvement, and has targeted these individuals for outreach and connection to services.</p>	<p>CPD</p>
<p>Gang Audits & Retaliation Assessment</p> <p>CPD has conducted a gang audit with officers throughout the Department that identifies every gang and gang faction, gang members, gang turf and gang conflicts. This audit is updated regularly and the information is put in the hands of District Commanders, allowing them to adjust deployment within minutes of a gang-related shooting to help prevent retaliatory shootings.</p>	<p>CPD</p>
<p>Custom Notifications</p> <p>The CPD launched a pilot “Custom Notification” program to prevent individuals on the Two Degrees of Association list from being further involved in violence. As part of the program, a District Commander and an influential community member make a personal visit to the house of an individual who is on the “Two Degrees” list to inform that person that they are extremely likely to become a victim or offender of a violent crime. During the same visit, individuals are offered an opportunity to connect to high quality social services and job training.</p>	<p>CPD</p>



STRATEGY	RESPONSIBLE AGENCY
<p>Violence Reduction Strategy (Gang Call-in Forums)</p> <p>Through the violence reduction strategy, the Chicago Police Department holds “gang call-ins” during which gang members on probation and parole are brought in and told future gang violence will not be tolerated by the community. The gang members hear from police, federal authorities, local prosecutors, community leaders, former gang members, and the parents of murder victims in the community. The message is two-fold: First, if either the individuals, or the members of their gang, commit acts of violence the entire organization will be targeted and dismantled by law enforcement. Second, the individuals and members of a gang are offered an opportunity to turn their lives around through social services and job training assistance.</p>	CPD
<p>Domestic Violence Task Force</p> <p>The Mayor’s Domestic Violence Task-Force has three key goals: (1) Develop and implement state-of-the art training for Chicago Police Officers, (2) Develop a more proactive response to high-risk domestic violence incidents, and (3) Increase city services for domestic violence victims and their families. Earlier this year the Mayor’s DV Task Force set a goal to create a new proactive and coordinated response to the highest-risk domestic violence incidents. The new response protocol was piloted in the 14th District and resulted in a 9% increase in service connections, a 53% increase in arrests, and an 8% decline in prosecutions dropped before a final disposition. There was 9% overall decline in domestic violence incidents in the district compared to the same period last year. Over 2,000 Chicago Police Department officers have completed the updated training on domestic violence.</p>	CPD / DFSS
<p>Connecting Returning Citizens to Career Pathways</p> <p>Since 2011, the Emanuel Administration provided nearly 1100 formerly incarcerated individuals with a pathway to the workforce through City-funded jobs or job placements in 2013. This represents a 79% increase in the number of job placements made since 2011. The City will provide the same number of jobs and placements in 2014.</p>	DFSS
<p>CTA Second Chance for Returning Citizens</p> <p>In 2013, the Chicago Transit Authority nearly quadrupled its Second Chance program, creating 265 rail and bus apprenticeship opportunities for formerly incarcerated individuals. In 2014, the program will remain level and provide 265 jobs. Many apprentices are subsequently hired for full-time employment by the CTA or other private employers.</p>	CTA
<p>CHA Family Reunification Pilot for Returning Citizens</p> <p>In 2015, the Chicago Housing Authority will launch a pilot family reunification program in partnership with reentry providers that will allow 50 formerly incarcerated individuals to move back into CHA housing over the next three years.</p>	CHA
<p>Two New Reentry Centers for Returning Citizens</p> <p>The City served 330 individuals returning from prison with case management services through its 2 re-entry support centers in 2013. In 2014, the City will double the number of re-entry centers offered and almost triple the number individuals served, reaching 900 formerly incarcerated individuals through a total of 4 re-entry centers.</p>	DFSS

End Notes

¹ The City is also working collaboratively with a wide range of stakeholders to develop its Prevention and Response strategies, including through roundtables convened by THRIVE Chicago, “Chicago Ready to Learn!” Early Learning Executive Committee, Chicago Safe Start, CPD Superintendent Garry McCarthy’s Advisory Council, and others.

To learn more about these groups, please see:

THRIVE: <http://www.thrivechi.org>

Chicago Ready to Learn: <http://www.cps.edu/schools/earlychildhood/pages/earlychildhood.aspx>

Chicago Safe Start: <http://www.chicagosafestart.net/>

² Data provided by Chicago Police Department (November 5, 2014)

³ Sims, DW (1989) “Urban trauma: a chronic recurrent disease.” *Trauma*, 29(7) 940-6; see also Griffin, Russell (2014) “The Effect of Previous Traumatic Injury on Homicide Risk.” *Journal of Forensic Sciences*, 59 (4) 986-990.

⁴ Data provided by Chicago Police Department (November 5, 2014)

⁵ Heller, Sara B. (2014) “Summer Jobs Reduce Violence Among Disadvantaged Youth.” *Science*, 346 (6214) 1219-1223

⁶ The term Adverse Childhood Experiences comes from the Centers for Disease Control and Prevention (CDC)-Kaiser Adverse Childhood Experiences Study, which connected exposure to specific traumas in childhood to the adult onset of chronic diseases such as heart and lung disease, depression and other mental illness, and further involvement in violence.

⁷ Listenbee (2012) “Report of the Attorney General’s National Task Force on Children Exposed to Violence”. Department of Justice, Office of Juvenile Justice and Delinquency Prevention.; Shields, N., Nadasen, K., & Pierce, L. (2008). The effects of community violence on children in Cape Town, South Africa. *Child Abuse & Neglect*, 32 (5), 589-601.; 124.; Janosz, M., et al. (2008). Are there detrimental effects of witnessing school violence in early adolescence? *Journal of Adolescent Health*, 43 (6), 600-8.

⁸ The City’s ongoing efforts also include substantial primary prevention investments in schools, which are described more fully in the Appendix (See page 56).

⁹ Lipsey, Mark W. (2009). The primary factors that characterize effective interventions with juvenile offenders: A meta-analytic overview. *Victims and offenders* 4 (2), 124-147.







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