



**YOUTH
VIOLENCE PREVENTION
PROGRAM**

MARCH 2022

STRATEGIC PLAN



A

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QUESTIONS ABOUT THE CITY OF AURORA'S YOUTH VIOLENCE PREVENTION EFFORTS?

Contact the Aurora Youth Violence Prevention Program at YVPPProgram@auroragov.org or visit AuroraGov.org/EmpoweringYouth

EXECUTIVE SUMMARY

The city of Aurora recognizes the ongoing impacts of youth violence affecting our community. It is committed to addressing the needs of individuals and communities most adversely impacted by youth violence. This important work is city-supported, community-led, and youth “informed.”

As a collective network, we recognize that addressing youth violence cannot be done with a siloed response or with traditional approaches. Instead, we commit to working together and leveraging resources, learning alongside one another, and contributing our expertise to our collective work for a more significant impact in reducing youth violence.

Since April 2021, the Youth Violence Prevention (YVPP) network has built a comprehensive foundation for change, including completing a community needs assessment and developing and engaging partners in program workgroups – all of which helped inform the Aurora Youth Violence Prevention Strategic Plan. This document provides an overview of how we plan to implement a balanced approach to prevent and reduce youth violence.

It is with great pleasure that we provide a clear vision of our goals as we move forward with addressing youth violence as a public health crisis.

STAKEHOLDER TESTIMONIALS

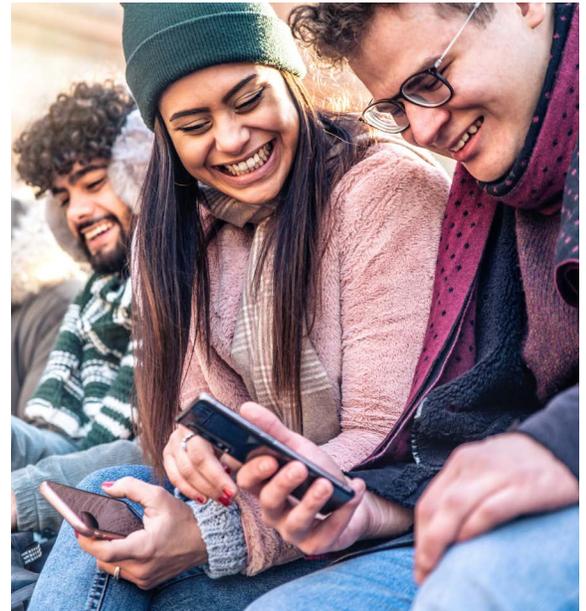
“The YVPP has brought grassroots nonprofits and organizations together in a collaborative effort to best serve and reduce youth violence throughout the city. The YVPP has come alongside organizations that have a heart and passion to reduce violence in youth and their families. The YVPP has also played a huge role in pioneering Safe Haven response an activation to serve the victims and families and provide both the faith-based approach as well as the clinical through mental health services.”

“The YVPP team is so incredibly hard working. I am so impressed with the way that they have been gathering input from partners with very different perspectives and ways of communicating. They keep the focus on doing good work to help reduce youth violence and it shows in their methods and work product.”

“YVPP has brought together partners and ideas for the city of Aurora the way no other collaboration could. We are excited about the new partnerships and supports created for our youth!”

“I feel the program has done well to listen to community and have made impacts in truly engaging youth and adults in a positive manner. I will continue to support and connect the community to this resource. I want to continue to have this dialogue with community and youth voices at the table. We must listen to those who are impacted.”

“YVPP has given us and so many other organizations the opportunity to learn about other community-based organizations and stakeholders. With this learning has come opportunities for collaboration, strategizing, consulting, sharing of resources, and actionable items moving forward. Moreover, funding opportunities have arisen, and new partnerships are taking place. We are so very grateful to be a part of this team and movement and are excited about future partnership.”



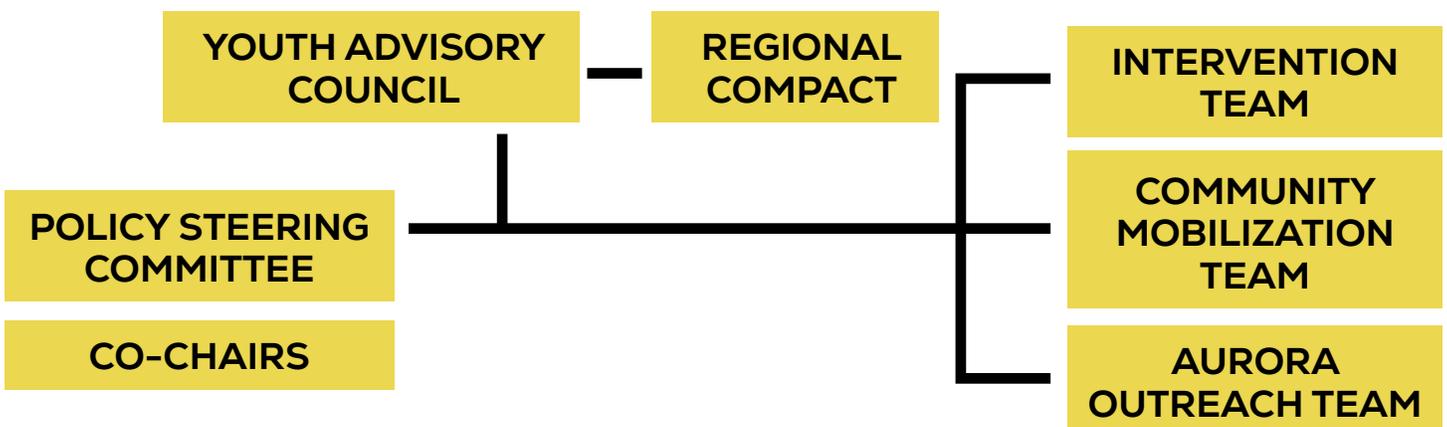
MISSION STATEMENT

The mission of the Aurora Youth Violence Prevention Program is to enhance public safety to reduce the impact of youth violence in Aurora communities. We do this through a comprehensive and proactive public health approach inclusive of youth, community partners, partner agencies, and city leaders by addressing key risk factors.

PROGRAM BACKGROUND

Funding for the program was secured in 2020 by Aurora City Council, which has worked collaboratively with key stakeholders to identify the need for developing the Youth Violence Prevention Program. Funding for the program comes from marijuana tax revenue and provides a budget of approximately \$1.1 million that is broken down into two areas; one funds the program's internal structure which includes a team of six staff members and the other seeks to fund external community organizations to provide intervention and prevention efforts within the city. The program is housed under the city of Aurora's Housing and Community Services Department.

A comprehensive, multi-layered, multi-disciplinary approach is required for the city of Aurora to address the rise of youth violence and have a short-and-long-term impact. This requires a collective response that includes internal and external stakeholders, mainly because of the city's standing within several counties that make up the YVPP Network as outlined by the diagram below. To learn more about these workgroups, visit AuroraGov.org/EmpoweringYouth.



YVPP NETWORK

CITY & COUNTY OF DENVER & CITY OF AURORA YOUTH EMPOWERMENT COMPACT

Representatives from Aurora and Denver seek to develop a regional response to reduce violence, develop programs, leverage resources and provide technical assistance that will lead to pathways to justice, increased safety, and opportunities for youth. Both cities commit to work together to identify areas of opportunity to respond in a proactive way to address current risk-factors, implement new policies and identify joint responses.

- 17th District: The LINK
- 18th District: Juvenile Assessment Center
- Adams County Human Services
- Arapahoe County Human Services
- Arapahoe/Douglas WORKS!
- Aurora City Deputy Attorney
- Aurora Mental Health
- Aurora Police Department
- Children's Hospital
- City of Aurora, Communications
- City of Aurora, Housing and Community Services
- City of Aurora, Intergovernmental Affairs
- City of Aurora, Library & Cultural Services
- City of Aurora, Parks, Recreation and Open Spaces
- City of Denver Youth Suicide Prevention
- Colorado Youth Detention Continuum
- Denver Department of Human Services
- Denver District Attorney's Office
- Denver Library
- Denver Mayor's Office Regional Affairs
- Denver Office of Behavioral Health Strategies
- Denver Office of Children's Affairs
- Denver Office of Community Violence
- Denver Parks and Rec
- Denver Police Department
- Denver Public Schools
- DOS Youth Safety/Public Safety Youth Programs
- Mental Health Center of Denver
- My Brother's Keeper Solutions
- Tri-County Health Department
- UC Health

POLICY STEERING COMMITTEE

The Policy Steering Committee provides general direction to the agencies efforts, identify areas where resources can be leveraged across sectors and opportunities to work collaboratively to implement a comprehensive plan. Representatives of this workgroup are decision makers from agencies and organizations that have an interest in or have a responsibility for addressing the community's impacts around youth violence and other risk-factors. These representatives take responsibility for spearheading efforts in their own organizations to remove barriers to services and will also look to develop social and economic opportunities, effective criminal justice, school, and social agency procedures, and promote policies that will further the goals of the YVPP strategy.

- 17th District: The LINK
- 17th JD CYDC
- 18th District Juvenile Assessment Center
- 18th JD CYDC
- 18TH JD District Attorney's Office
- 18th JD State Probation
- Arapahoe Department of Human Services
- Aurora Housing Authority
- Aurora Police Department
- Aurora Public Libraries
- Aurora Public Schools
- Denver Metro Community Impact
- Department of Youth Services
- UC Health
- Children's Hospital
- Denver Office of Community Violence Solutions
- Future U Young Adult, Arapahoe/Douglas WORKS!
- Tri-County Health Department
- Cherry Creek School District
- 18th District Juvenile Court
- CU Anschutz Campus
- Aurora Mental Health Center
- Adams County Human Services
- Parks, Recreation and Open Spaces
- City of Aurora Housing & Community Services
- Aurora Housing Authority
- Aurora Deputy City Attorney
- Rocky Mountain Partnership

YVPP NETWORK

INTERVENTION WORK GROUP

The Intervention work group is composed of a multidisciplinary group of professionals from the fields of law enforcement, probation, outreach, education, and social services, who work together to identify secondary prevention and intervention activities needed to address youth violence and risk-factors. Participation on the Intervention Team can increase the effectiveness of each agency's efforts, reduce duplication of services, increase access for youth and families to needed supports, and review current process and identify areas of improvement. This group will become the Multi-Disciplinary Team for the city of Aurora.

- 17th Judicial District: Colorado Youth Detention Continuum
- 18th Judicial District: Colorado Youth Detention Continuum
- Adams County Department of Human Services
- Adams Juvenile Assessment Center
- Arapahoe County Department of Human Services
- Arapahoe County Diversion
- Arapahoe County Probation
- Arapahoe Juvenile Assessment Center
- Aurora Mental Health
- Aurora Mobile Response Team
- Aurora Police Department
- Aurora Public Schools
- Cherry Creek Public Schools
- City of Aurora Housing and Community Services
- Colorado Department of Youth Services
- Colorado Youth Detention Continuum
- Denver Office of Community Violence Solutions
- Denver Youth Safety Services Administration
- UC Health, Denver Health, Children's Hospitals: At-Risk Intervention and Mentoring Programs (AIM)
- University of Denver's Colorado Resilience Collaborative
- University of Denver's Colorado Resilience Collaborative



COMMUNITY MOBILIZATION TEAM

The Community Mobilization Team is made up of a multidisciplinary group of individuals ranging from local residents, community organizations and representatives from the city of Aurora who will work collaboratively to mobilize local and city-wide resources to address the communities needs and impacts of youth violence and other risk-factors. This group will aim to mobilize necessary resources, disseminate information, educate and empower the community, generate support and foster cooperation across public and private sectors in the community.

- 18th District Juvenile Assessment Center
- A Promising Future
- African Chamber of Commerce of Colorado
- Apprentice of Peace Youth Organization
- Aurora Housing Authority
- Aurora Public Schools
- Aurora Sister Cities
- City of Aurora Neighborhood Coordinator
- Dallas Street Opportunity Center
- Driven by Our Ambitions
- EC Denver
- Extended Hands of Hope
- Fully Liberated Youth
- Havana Business Improvement District
- Health Equity Consultant
- Local Outreach Colorado Community Church
- Mosaic Church
- Mean Streets Worship Center Street Ministry
- NAACA Aurora Chapter
- Rapids Youth Soccer Club
- Resolute Youth Services
- RISE Colorado
- Salvation Army
- Street Fraternity
- Stride Community Health Services
- Synergy Outpatient
- The Cell
- The Story Tellers Project
- Tri-County Health Department
- True Faith Worship Ministries
- Village Exchange Center
- YFC Mentoring Program
- You Can Profit
- Youth for Christ/Parent Life

YOUTH VIOLENCE PREVENTION ADVISORY COUNCIL (YAC)

MISSION:

Members serve as key stakeholders who discuss, provide feedback and assist with program development and implementation to ensure that efforts are youth-informed to improve the delivery of services. Members seek to give a voice to other Aurora youth and offer awareness of real-life challenges, barriers and possible solutions to help support and empower others.

The advisory council is a paid youth volunteer opportunity to help curb youth violence in Aurora by advising city officials on and implementing youth-led strategies such as training, public awareness campaigns, and more. The advisory council comprises youth between the ages of 14 – 24 who live or attend a school in Aurora. Council members commit to attending monthly meetings, participating in program activities and working with others to complete service projects. Responsibilities of the council include providing youth program activity representation, participating in community engagement efforts, supporting stakeholder collaboratives, attending the youth educational series and youth outings.

CURRENT MEMBERS INCLUDE:

Desire Gee
Jennifer Avendano
Hunter Kincai
Christian Pool
Issac Garcia
Estrella Avendano
Jaime Moreno
Brenda Avalos
Jennifer Morales
Omar De La Rosa
Jessica Pool
Kiara Padilla
Unique Gee
Alexa Gonzalez



YOUTH TESTIMONIALS ON YAC PARTICIPATION

"Since I've been part of the YAC, I've been able to get out of my comfort zone when it comes to talking to people. I've been able to meet professionals and learn of careers that will help me figure out what I want to do since I will be pursuing going to college. I've had a lot of fun and I've been able to help my community!"

-Christian Pool

"The program has helped me in a lot of ways but mainly it has helped me get my emotions out."

-Anonymous

"Being part of the YAC has helped me open to new experiences and opportunities in helping my community! I have learned about victim rights, the needs in our communities and how I can create changes a youth,"

-Kiara Padilla

"Being part of the YAC has empowered me to make a bigger change in my community. The YAC has taught me that acknowledging what needs change is the first step to becoming a more unified community. Through the YAC I have met many people that encourage me to not be silent about the problem our community faces. The YAC also has introduced me to many resources for mental health that I had not known about, these resources have not only helped me but some of my friends as well."

-Jennifer Morales

"The YAC has helped me improve my ability on how different types of violence there are and how to stop it. I really like that in every meeting I attend, I always learn something new that will help me in the present and in the future."

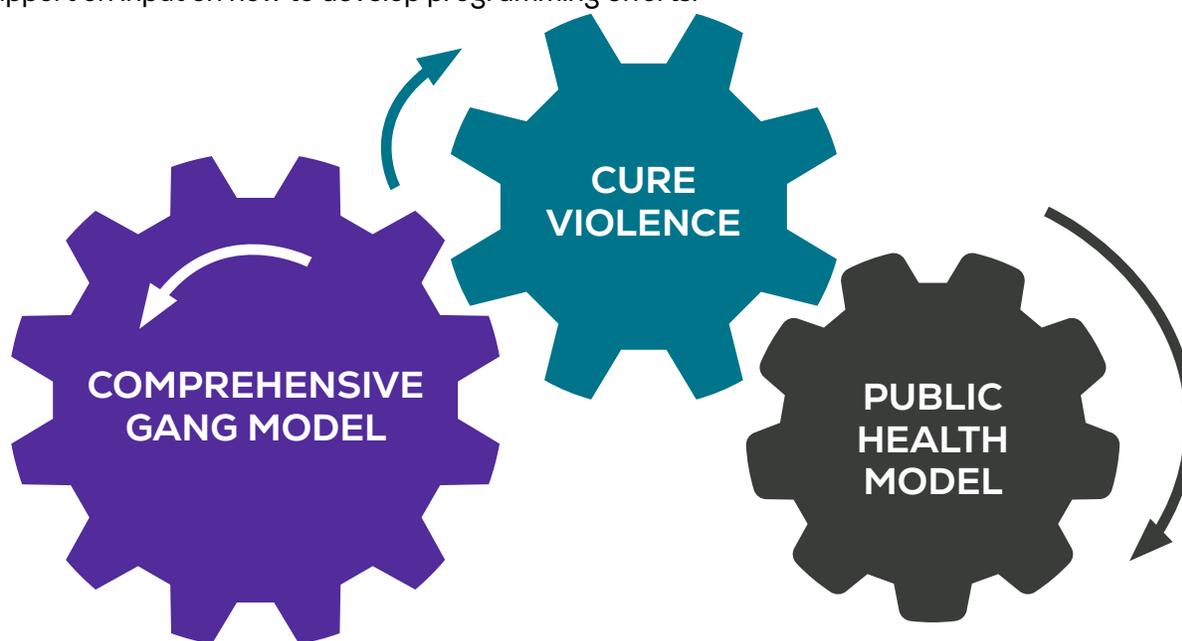
-Alexa Gonzalez

"This program has benefited our family in numerous ways. The Outreach Specialist has had a positive impact on my son who is able to trust the staff. The Outreach Specialist is someone reliable that our family trusts. It gives us a sense of peace of mind knowing someone like him is by there and can provide assistance to better my son's future."

-Katherine Schwarting

COMMUNITY ASSESSMENT EFFORTS

In 2021, the Youth Violence Prevention Program completed a community needs assessment that included responses from youth, caregivers, community organizations and governmental entities operating in Aurora. The assessment helped us further understand the current state of youth violence in the city and identified and prioritized prevention and intervention strategies to help address the current impacts of youth violence and risk factors affecting Aurora youth and the community. This effort included reviewing and identifying local and national best practices - including the three national models listed below. A total of 10 interviews and nine focus groups with over 63 individuals were conducted; the information captured was used to write the YVPP Community Voice & Perspective Appendix. Assessment efforts also included a survey that collected over 600 responses with over 70% of those responses coming from Aurora youth that were used to create the Aurora Youth Violence Prevention Toolkit. Program staff worked with the YVPP work groups since the spring of 2021 to get support on input on how to develop programming efforts.



Based on national models and the Aurora YVPP community needs assessment, gangs and gun violence continue to be the top violent behaviors that lead to current violent behavior and victimization levels. The YVPP approach seeks to address both violent behaviors and identify upstream prevention efforts that are inclusive of 1.) Community-level norm change, 2.) Awareness and capacity building to understand and address these behaviors, 3.) Organizational Change efforts, 4.) Increase awareness and access to services, 5.) Community-led programming, and 6.) Direct services to at-risk youth that include individualized assessment efforts and wrap-around services to intervene in time and prevent those youth from exhibiting higher level anti-social behaviors and/or other risk factors.

Further, an intervention response is needed to identify those most high-risk that are directly involved in the violent crime occurring in the community and/or show the higher tendency of violent and anti-social behaviors. The implementation of a comprehensive multi-disciplinary response is required to: 1.) Leverage resources among the various systems these youth and families have touchpoints with, 2.) Develop a multi-disciplinary team(s) to identify individual youth and develop individualized wrap-around case plans to support behavior change, 3.) Refer to existing multi-disciplinary teams, 4.) Develop information sharing processes among those agencies involved in the intervention response, 5.) Implement ongoing data collection efforts to identify trends, 6) Implement the use of Outreach and Violence Interrupters, and 7.) Efforts to support suppression responses.

ONGOING EVALUATION EFFORTS

The program recognizes the importance of having continued evaluation efforts in place to address trending, gaps in services and the identification of needed actions to be taken to address areas of improvement. Ongoing evaluation actions will take place following the steps below, and as outlined by the Public Health Model in order to implement an informed approach inclusive of qualitative and quantitative data. Efforts will include supporting continued evaluation actions both facilitated by program staff and by program stakeholders. Such efforts include gathering data from key stakeholders and participating in evaluation efforts by U.S. Attorney's Office Project Safe Neighborhoods, Tri-County, and the Public Safety Partnership to name a few. Once the strategic plan is approved by City Council, final metrics will be identified to capture performance and outcomes of programming efforts. Quarterly reports will be written and provided to internal city of Aurora leadership.

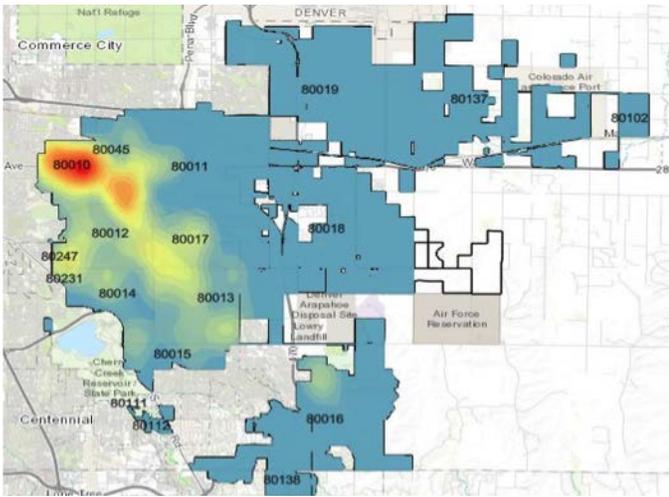


SWOT ANALYSIS

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> Levels of engagement, support and willingness to collaborate Regional approach Amount of technical support available to program Program Budget 	<ul style="list-style-type: none"> Gaps in provides to serve at-risk and high-risk youth Lack of understanding around youth violence Siloed Response 	<ul style="list-style-type: none"> Multi-Disciplinary stakeholder collaboration Interest in developing violence reduction efforts Innovative approaches Organizational change opportunities 	<ul style="list-style-type: none"> Lack of data (youth violence and risk-factors and protective factors) An initial Emphasis on prevention response; intervention response missing Historical partnerships

FINDINGS

The following are key findings that came from the community assessment. The YVPP program will not be able to address all the listed violent behaviors and risk-factors alone. Rather, the program will work with stakeholders and support a collective response to address the overall impacts through individualized service to those referred, and by participating and supporting stakeholder efforts such as those of Aurora Partners for Thriving Youth that focus on addressing the impacts of drug and alcohol use by youth in the city of Aurora.



HIGHEST IMPACTED COMMUNITIES

This map shows the areas of the city of Aurora that have the highest rates of community-level risk factors of violence, crime, and easy access to controlled substances and low involvement from the community by residents. These hot-spots also correlate to areas of the city with high levels of other risk-factors impacting youth and communities that may influence crime, violence and use of controlled substances.

TYPE OF VIOLENCE & RISK FACTORS

The below graphs show both the top violent behaviors and risk-factors impacting Aurora youth. This is not a full list of all behaviors impacting the city currently. All behaviors listed are complex and impact each individual, family and community differently. In order to address these behaviors, an individualized, wrap around approach is needed to reduce risk-factors and increase protective factors. For more information, review the Data Toolkit linked below.

TYPE OF VIOLENCE MOST IMPACTING THE CITY

As ranked by Youth, Parents, and Community Stakeholders

1	Gang Violence
2	Domestic Violence
3	Gun Violence
4	Emotional Abuse
5	Child Abuse and Neglect
6	Psychological Abuse
7	Bullying
8	Sexual Violence
9	Human Trafficking
10	Other Types of Violence

TOP RISK-FACTORS IMPACTING YOUTH

Lack of Involvement in Social Activities
Lack of Connectedness: Family or Adults
Low Levels of Commitment to School
Bullying
Substance Use
Racial Tensions
Running Away Behaviors
Mental Health

- [Aurora Youth Violence Prevention Data Toolkit](#)
- [Youth Violence in Aurora Community Voice and Perspective Report](#)
- [Youth Violence in Aurora Community Voice and Perspective Appendix](#)

AURORA'S GANG REDUCTION IMPACT PROGRAM (A-GRIP)

The Comprehensive Gang Model has been previously implemented within the city of Aurora in the past through the A-GRIP program, which was dissolved due to the loss of funding in 2018. The YVPP program seeks to build on past intervention efforts of A-GRIP that focused on addressing gang violence to tackle broader youth violence as well as prevention efforts. The expansion of programming will address gang violence in addition to the root causes that are leading to violent behaviors by addressing risk factors and increasing protective factors of youth, families and communities most adversely impacted by violent behavior. To date, YVPP has developed in alignment with many of the A-GRIP efforts as outlined below.

A-GRIP: COMPREHENSIVE GANG MODEL STRATEGIES	YVPP: COMPREHENSIVE GANG MODEL STRATEGIES
Community Assessment	Community Assessment: Completed 2021
Steering Committee & Multi-Disciplinary Team (Intervention Group)	Steering Committee & Multi-Disciplinary Team (Intervention Group), Community Mobilization Team: Convened in 2021
<p>PROGRAM INFRASTRUCTURE:</p> <ul style="list-style-type: none"> · Lead Agency · Project Director · Outreach Worker Training · Evaluation & Sustainability · MOU's · Identification of Evidence-Based Programs · Subcontractor Funding & Scope of Work · Safety Protocols · Education 	<p>PROGRAM INFRASTRUCTURE:</p> <ul style="list-style-type: none"> · Lead Agency: Identified in 2020 · Project Manager: Hired in 2021 · Outreach Worker Training: Developed & In Process 2021 / 2022 · Evaluation & Sustainability: In process / Continuous · MOU's: In process · Identification of Evidence-Based Programs: Completed 2021 · NOFO & Scope of Work: In process · Safety Protocols: In process · Education Series: In process

YVPP DUPLICATION OF THE COMPREHENSIVE GANG MODEL

The Comprehensive Gang Model (CGM) has been instrumental in helping guide the development of the foundation of the Youth Violence Prevention Program’s approach to include the completion of the community assessment, stakeholder engagement efforts and specific responses. Below you will find a comparison of both models’ strategies. The duplication of the CMG has been a priority as gang violence and gang association and affiliation are identified as top risk factors and violent behaviors impacting the city of Aurora. This model has proven effective in prior and current implementation efforts in the Denver Metro area. The use of this model aligns with Resolution 2022-50 adopted on February 28, 2022 to refocus YVPP’s efforts to towards an intervention response to address gang violence.

STRATEGIES: COMPREHENSIVE GANG MODEL	STRATEGIES: AURORA YVPP MODEL
Community Mobilization: Community Engagement & Collaboration	Primary Prevention: Deploy targeted responses and focus on the entire population of high-crime, high-risk communities to reduce community risk factors and provide opportunities to increase protective factors. · Youth Advisory Council
Opportunities Provision: Education, Training and Employment Programs	To be part of the Multi-Disciplinary Team response.
Social Intervention: Outreach & access to provision of services for gang-involved youth and their families	<p>Intervention & Re-Entry: Create and support a network of partner agencies that can provide effective and efficient case management intervention and re-entry services to high-risk youth, families and communities most adversely impacted by violent crime.</p> <p>Secondary Prevention: Activities and services targeting at-risk youth and families.</p> <p>· Community Funding: Fund organizations to provide specific services to youth to address current gaps and address risk factors impacting youth.</p>
Suppression: Community policing with formal and informal social controls and accountability measures	Efforts to be explored and duplicated in the future once the program is more established.
Organizational Change and Development: Development of policy for effective use of resources	<p>Program Development: Develop the structure of the Youth Violence Prevention Program to ensure the success of a multi-year, multi-level, and multi-sector response to address youth violence.</p> <p>Organizational Change: Develop and implement organizational changes to support the Youth Violence Prevention Program network’s coordinated response to prevent and intervene in violent behaviors.</p>

YVPP APPROACH

Below are the initial strategies identified for this work based on this community assessment. Each of these efforts require the involvement of a diverse group of stakeholders in order for a true public health approach to be implemented through a collective response that is inclusive of intervention and prevention efforts to prevent and reduce youth violence for youth ages 10 – 24 and for those communities more adversely impacted by youth violence. **Specific target populations include the below:**

Program Infrastructure	Develop the structure of the Youth Violence Prevention Program to ensure the success of a multi-year, multi-level, and multi-sector response to address youth violence.
Organizational Change	Develop and implement organizational changes to support the Youth Violence Prevention Program network's coordinated response to prevent and intervene in violent behaviors.
Intervention & Re-Entry	Create and support a network of partner agencies that can provide effective and efficient case management intervention and re-entry services to high-risk youth, families, and communities most impacted by violent crime.
Secondary Prevention	Deploy activities and services targeting at-risk youth and families.
Primary Prevention	Deploy targeted responses and focus on the entire population of high-crime, high-risk communities to reduce community risk factors and provide opportunities to increase protective factors.



PROGRAM GOALS & OBJECTIVES

I. STRATEGY ONE:

Program Development: Develop the structure of the Youth Violence Prevention Program to ensure the success of a multi-year, multi-level, and multi-sector response to address youth violence.

- **Goal One:** Finalize the community assessment report, strategic plan, and performance measures.
 - *Objective One:* Final draft of strategic plan to be developed by end of quarter one.
 - *Objective Two:* Strategic plan to be presented to council along with resolution during quarter two.
 - *Objective Three:* Finalize and release reports to the public by end of quarter one.
- **Goal Two:** Develop program policies, procedures and training standards for the Youth Violence Prevention Program staff.
 - *Objective One:* A procedural manual to be completed by end of quarter two that includes program procedures and training standards for program staff.
- **Goal Three:** Further develop the Youth Violence Prevention Program's brand in order to instill community visibility, trust, and respect in the city's response.
 - *Objective One:* Finalize the Youth Violence Prevention Program website by the end of quarter two.
 - *Objective Two:* Continue to engage a multi-disciplinary group of stakeholders to support the implementation of a comprehensive and collective response on an on-going basis.
 - *Objective Three:* Continue to provide program presentations, attend community events and complete stakeholder meetings to increase awareness of the program's efforts on on-going basis.



II. STRATEGY TWO:

Organizational Change: Develop and implement organizational changes to support the Youth Violence Prevention Program network's coordinated response to prevent and intervene in violent behaviors.

- **Goal One:** Increase capacity and awareness of available resources, programming, trainings and of risk-factors impacting youth.
 - *Objective One:* Offer quarterly trainings to the YVPP network on risk-factors impacting youth to be facilitated by topic experts.
 - *Objective Two:* Increase awareness of available resources, programming and trainings through bi-monthly newsletters sent out to the YVPP network on an on-going basis.
 - *Objective Three:* Develop and launch a multi-layered response to shift the language the City uses to communicate about and with community members when it comes to youth violence on an on-going basis.
 - *Objective Four:* Work with program stakeholders to host the first annual Aurora for Action Conference that will seek to bring providers and youth together to learn of risk-factors, recognize current efforts taking place and hear youth perspective of possible efforts to implement focused on youth violence reduction during quarter two of 2022.

- **Goal Two:** Identify areas of opportunity to remove barriers to services, and to increase social and economic opportunities. Develop effective criminal justice, school, and social agency procedures. Promote policies that will further the goals of the Youth Violence Prevention Program strategy
 - *Objective One:* Coordinated response to continue through monthly meetings of the YVPP workgroups to continue on-going.
 - *Objective Two:* Complete and collect signatures for an MOU with key stakeholders that participate on the program's Policy Steering Committee by end of quarter two of 2022.
 - *Objective Three:* Convene and facilitate monthly meetings with the Aurora School Response. Collaborative group that will be made up of school district staff, law enforcement, social services and criminal justice partners to discuss current trends and collective responses to implement on-going.
 - *Objective Four:* Continue to participate in regional collaboratives in place to reduce youth violence on an on-going basis.

- **Goal Three:** Release funding opportunity for community-based organizations to seek funding for intervention and prevention efforts.
 - *Objective One:* Release Notice of Funding Opportunity and schedule Q & A sessions for interested parties by end of quarter one of 2022.
 - *Objective Two:* Convene a review panel, review applications and identify recommended organizations to fund.
 - *Objective Three:* Award organizations and capture on-going progress of program implementation efforts on-going.



III. STRATEGY THREE:

Intervention & Re-Entry; Create and support a network of partner agencies that can provide effective and efficient case management intervention and re-entry services to high-risk youth, families, and communities most impacted by violent crime.

- **Goal One:** Convene and facilitate a Multi-Disciplinary Teams (MDT) to leverage resources, create wrap-around supports for identified youth and families, and identify barriers and needed organizational changes to support an efficient, multi-generational, and well-coordinated service response.
 - *Objective One:* Develop criteria of youth to serve, referral and case-management note processes by end of quarter one of 2022.
 - *Objective Two:* Develop case engagement levels, case closer criteria and MDT staffing processes by end of quarter two of 2022.
 - *Objective Three:* Initial kick-off of MDT team to start in quarter three of 2023.
 - *Objective Four:* Continue to staff cases through the MDT team on an on-going basis to develop case plans, opportunities to leverage resources identify wrap around supports and possible system touch points to reduce the likely hood of duplication of efforts on an on-going basis.
 - *Objective Five:* Identify an internal case-management system for the program to utilize by the end of 2022.

- **Goal Two:** Develop a process to respond to critical incidents of violent crime at schools in the Aurora community to ensure violence interruption efforts are implemented and supports are provided to primary and secondary victims.
 - *Objective One:* Develop internal notification process by end of quarter two 2022.
 - *Objective Two:* Develop criteria of incidents to respond to in coordination with stakeholders involved by end of quarter three of 2022.
 - *Objective Three:* Develop a school specific critical incident response in coordination with both school districts found in the city of Aurora by the end of quarter three of 2022.

- **Goal Three:** Facilitate Aurora Outreach Team meetings to discuss responses after violent incidents, discuss trends and reduce the likelihood of duplication of services to youth and families. Create a process to identify which schools and parts of the city each entity will focus on to reduce duplication of efforts. Provide training to Aurora Outreach Team members to increase capacity and outreach and violence interruption.
 - *Objective One:* Engage community stakeholders actively implementing Violence Interruption and or Outreach Work within the city of Aurora to develop a coordinated critical incident response.
 - *Objective Two:* Meet with group on a bi-monthly basis to build collaborative and coordinated efforts on an on-going basis.
 - *Objective Three:* Identify area of capacity building opportunities and offer training opportunities to the group on an on-going basis.



IV. STRATEGY FOUR:

Secondary Prevention Efforts: Deploy activities and services targeting at-risk youth and families.

Goal One: Provide mentoring, advocacy and system navigation to at-risk youth in coordination with other involved organizations through Youth Violence Prevention Program Outreach Specialists. Build relationships and connections with families who wouldn't otherwise access supports.

- o *Objective One:* Increase awareness of individual supports provided by the program Outreach Specialists and of the referral process on-going.
- o *Objective Two:* Assign each outreach specialist a case load of youth to provide individual mentorship, system navigation and case management supports on-going.
- o *Objective Three:* Refer youth to appropriate outside referrals when youth do not meet YVPP criteria on-going.

Goal Two: Work with Aurora Police Department's (APD) Crimes Against Children Unit and Denver's Runaway Outreach Notification and Intervention (RONI) Project to develop a process to identify and serve runaway youth most at risk of becoming victimized and/or engaged in violent or delinquent behavior.

- o *Objective One:* Receive referrals and assign to the Outreach Specialists for individual provide individual mentorship, system navigation and case management supports on-going.
- o *Objective Two:* Track youth that have not returned home and complete monthly check-in's with caregivers and assign and/or respond to any new information received as appropriate ongoing.
- o *Objective Three:* Work in coordination with the program's Multi-Disciplinary Team to leverage resources identify wrap around supports and possible system touch points to reduce the likely hood of duplication of efforts on an on-going basis.

Goal Three: Work with program stakeholders to identify younger siblings of high-risk youth and adults and provide them supports through the Outreach Specialists to prevent those youth from exhibiting at-risk and/or high-risk behaviors.

- o *Objective One:* Receive referrals and assign to the Outreach Specialists for individual provide individual mentorship, system navigation and case management supports on-going.
- o *Objective Two:* Work in coordination with the program's Multi-Disciplinary Team to leverage resources identify wrap around supports and possible system touch points to reduce the likely hood of duplication of efforts on an on-going basis.



V. STRATEGY FIVE:

Primary Prevention: Deploy targeted responses and focus on the entire population of high-crime, high-risk communities to reduce community risk factors and provide opportunities to increase protective factors.

- **Goal One:** Convene and fund a faith-based organization to facilitate the implementation of the Safe Haven Program where faith and community organizations work together to respond to critical incidents of gang and gun violence and support on-going community activations.
 - *Objective One:* Identify key stakeholders to convene and provide capacity building to learn and build a regional Safe Haven response ongoing.
 - *Objective Two:* Support with the convening of the Safe Haven Council and work collaborative with them with a coordinated response of community activations on-going.
 - *Objective Three:* Seek to fund coordinated Safe Haven efforts on an on-going basis.

- **Goal Two:** Convene the Youth Advisory Council of Aurora youth to ensure the program's efforts are youth informed, support capacity building effort of youth and coordinate youth-led efforts to improve community well-being.
 - *Objective One:* Recruit a diverse group of Aurora to participate in the council on an on-going basis and identify targeted recruitment opportunities with YVPP stakeholders.
 - *Objective Two:* Coordinate youth outings and trainings to expose youth to new opportunities, learn of career paths and of risk-factors impacting Aurora youth on an on-going basis.
 - *Objective Three:* Support youth lead council quarterly service projects to increase the community's resiliency and quality of life in targeted hot spots of the City.

- **Goal Three:** Continue to fund the distribution of Parks and Recreation daily recreational passes and expand efforts to include the distribution of annual recreation memberships to youth as an opportunity to access recreation center and remove admission cost barriers.
 - *Objective One:* Identify YVPP stakeholders to partner to distribute recreation passes and memberships to youth they serve.
 - *Objective Two:* YVPP council and staff to distribute recreation passes at community events on an on-going basis.



HOW YOU CAN HELP



Support youth advisory council recruitment



Participate in the Community Mobilization Team



Visit AuroraGov.org/EmpoweringYouth to learn more



Refer those in need to us



Become knowledgeable of available resources/services



Provide us feedback



Support youth programming efforts and community engagement activities happening in your community

APPENDIX

This appendix contains a complete list of models, practices, resources, and reports that helped drive the development of this strategic plan.

REGIONAL COMPACT

- [City and County of Denver & City of Aurora Youth Empowerment Compact](#)

LOCAL MODELS AND BEST PRACTICES

- [Denver Youth Violence Prevention Program](#)
 - o [2020 Comprehensive Plan](#)
- [Gang Reduction Initiative of Denver / Office of Community Violence Solutions](#)
- City and County of Denver: [Public Safety Youth Programs](#)

NATIONAL MODELS AND BEST PRACTICES

- Centers for Disease Control and Prevention (CDC): [A Comprehensive Technical Package for the Prevention of Youth Violence and Associated Risk Behaviors](#)
- Cure Violence Global: [Stopping the Spread of Violence](#)
- National Gang Center: [OJJDP Comprehensive Gang Model](#)
- CDC Violence Prevention: [Risk and Protective Factors](#)
- CDC: [Adverse Childhood Experiences \(ACEs\)](#)

COMMUNITY ASSESSMENT

- [Aurora Youth Violence Prevention Data Toolkit](#)
- [Youth Violence in Aurora Community Voice and Perspective Report](#)

ABOUT THIS STRATEGIC PLAN:

This plan outlines the strategic plan for the Aurora Youth Violence Prevention Program (YVPP). This plan was developed utilizing community voice, and perspective findings, and strategy and technical assistance from the [Rocky Mountain Partnership](#) Backbone Team. The appendix links the best practices, data sources, and other reports that helped shape this plan.

OTHER YVPP DUPLICATION OF EFFORTS

The YVPP model aims to duplicate specific efforts from national models and local programs listed below to implement a comprehensive approach. These efforts have been identified to help address Aurora-specific risk factors.

NATIONAL MODELS	YVPP AURORA MODEL STRATEGIES
<p><u>National Gang Center: Cure Violence</u></p>	<ul style="list-style-type: none"> • Community Mobilization Team Efforts • Public Awareness Campaigns • Violence Interruption
<p><u>The Health Alliance for Violence Prevention</u></p>	<ul style="list-style-type: none"> • Hospital-Based Intervention Response
<p><u>Center for Diseases Control (CDC): A Comprehensive Technical Package (2016)</u></p> <ul style="list-style-type: none"> • Promote family environments that support healthy development • Provide quality education in life • Strengthen youth skills • Connect youth to caring adults and activities • Create protective community environments • Intervene to lessen harms and prevent future risks 	<ul style="list-style-type: none"> • Focus on at-risk youth not identified as gang associated/affiliated • Up-Stream Prevention Efforts & Youth Programming: <ul style="list-style-type: none"> ◦ Pop-Up Event Series ◦ Youth Advisory Council & Service Jobs ◦ PROS Collaborative & Recreation Pass Distribution ◦ Strengthening Families ◦ GREAT Curriculum ◦ Safe Havens ◦ Collaborative with Aurora Libraries & Cultural Services ◦ Efforts of Community Mobilization Teams
<p><u>Denver Youth Violence Prevention Program: 2020 Comprehensive Plan</u></p>	<ul style="list-style-type: none"> • Regional Compact • Youth Advisory Council
<p><u>Gang Reduction Initiative of Denver/ Office of Community Violence Solutions</u></p>	<ul style="list-style-type: none"> • Outreach Workers • Multi-Disciplinary Team • Critical Incident Response • Safe Haven
<p><u>City and County of Denver: Public Safety Youth Programs</u></p>	<ul style="list-style-type: none"> • RONI Project