

The Way Forward

Mecklenburg County
Community Violence
Strategic Plan
FY2023 – FY2028



MECKLENBURG COUNTY
North Carolina

Defining the Problem

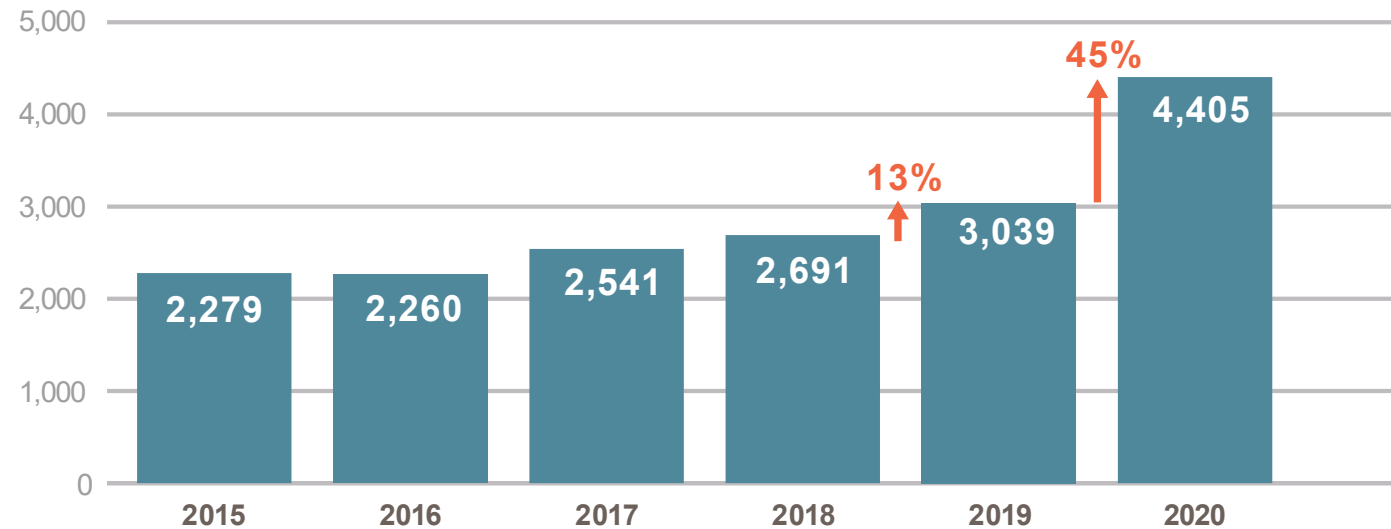
Community Violence:

Violence which happens between individuals, who may or may not know each other, generally taking place outside of the home.

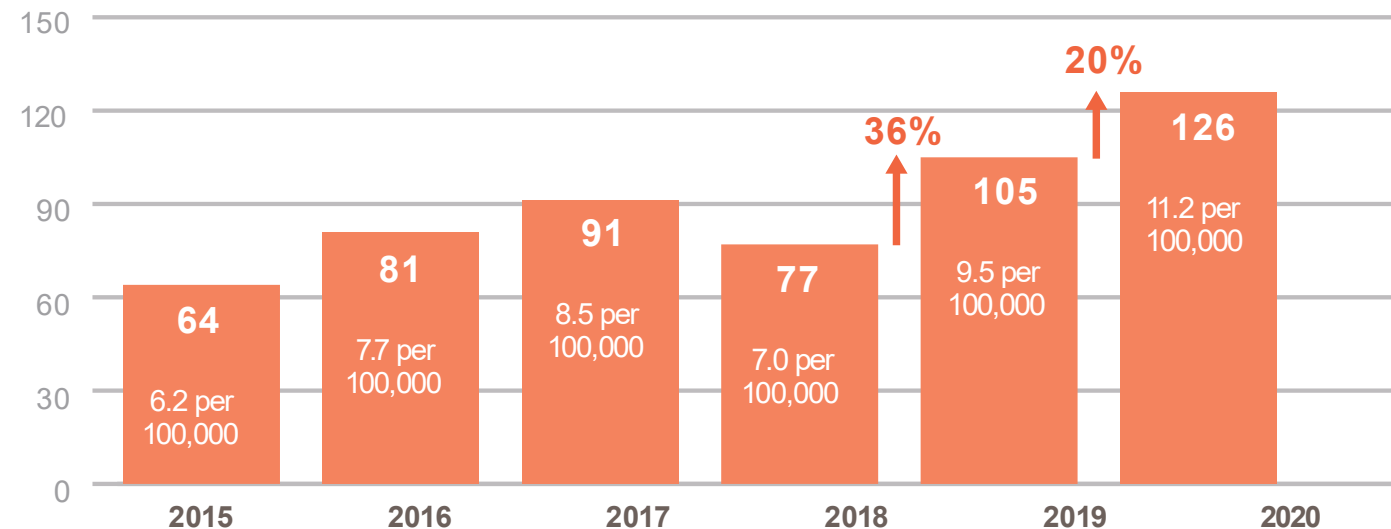
Common Examples:

- Assaults or fights between individuals/groups
- Shootings in public places
- Crime-related incidents (e.g. drugs, robbery)

Gun-related Assaults in Charlotte, 2015-2020

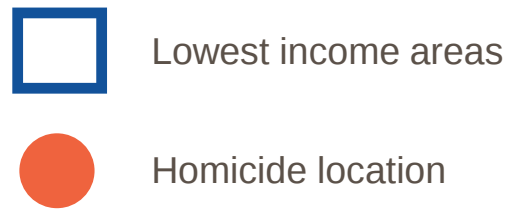


Homicide Counts and Rate per 100,000 in Mecklenburg County, 2015-2020

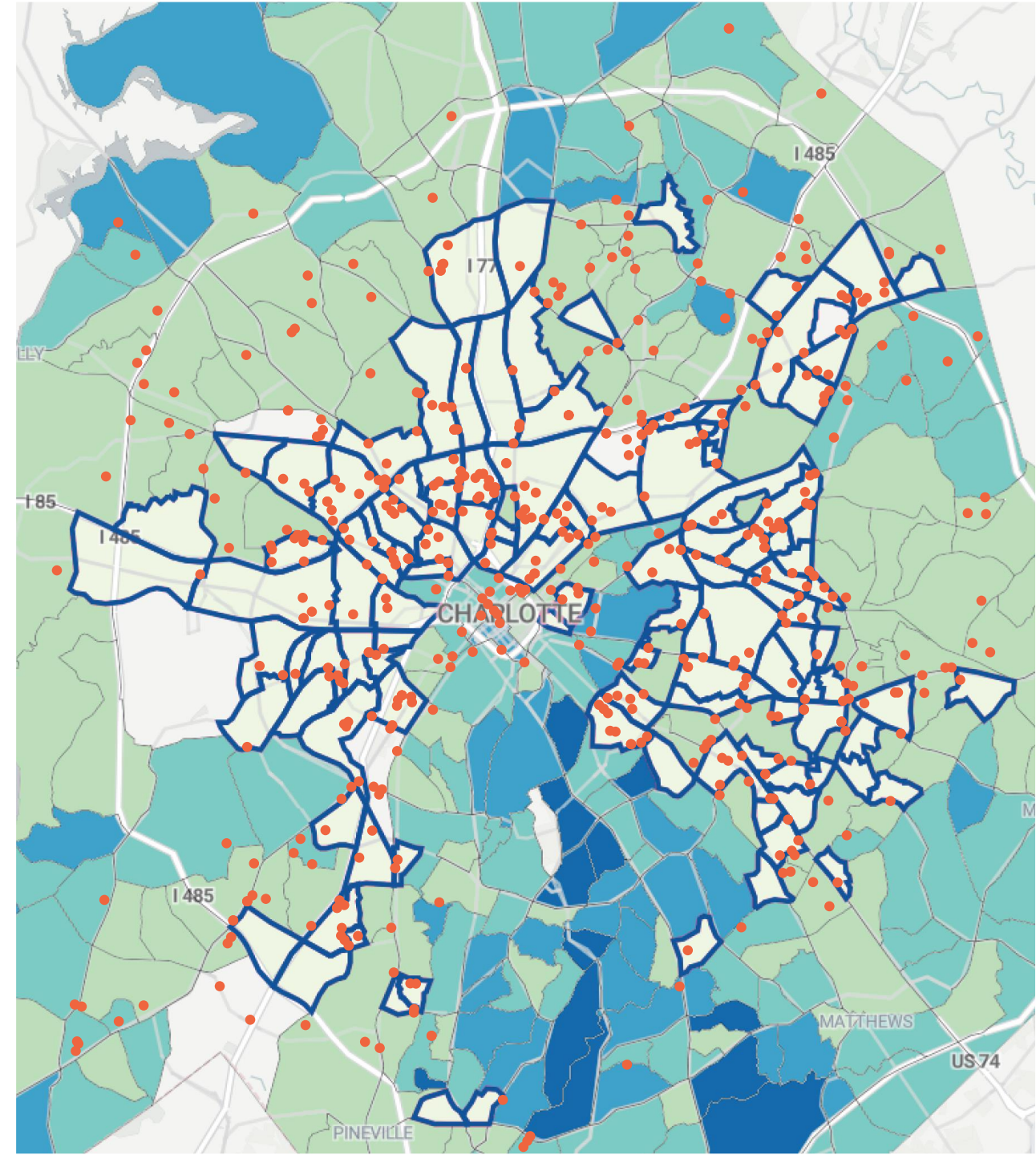


Where Violence Occurs

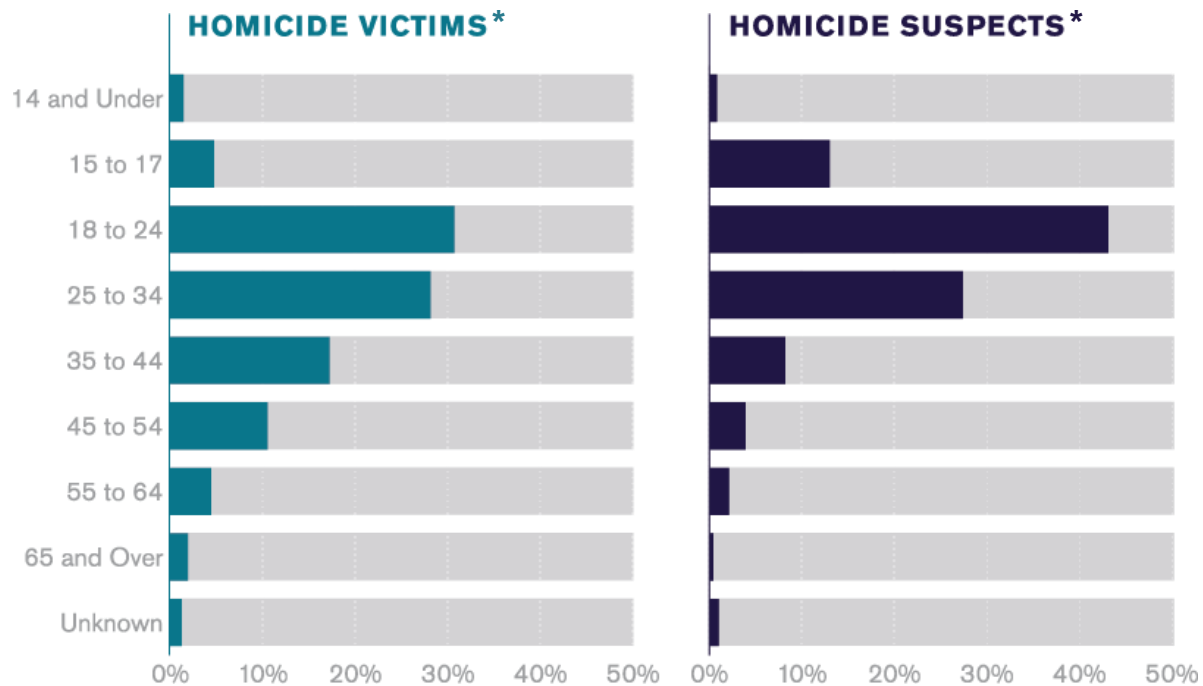
Neighborhood Planning Areas (NPAs) with Lowest Income Compared to Map of Homicides (2015-2020)



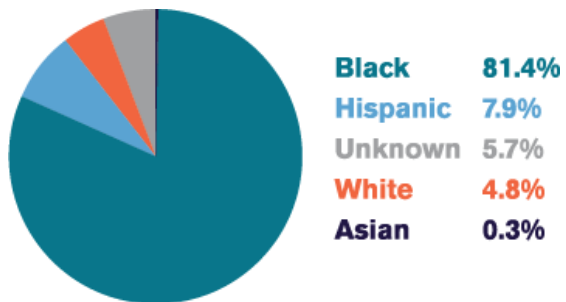
Source: The Charlotte-Mecklenburg Quality of Life Explorer, The Mecklenburg Community Violence Dashboard



Who is Most Impacted?



Homicide Victims and
Suspects by Race,
Mecklenburg County*

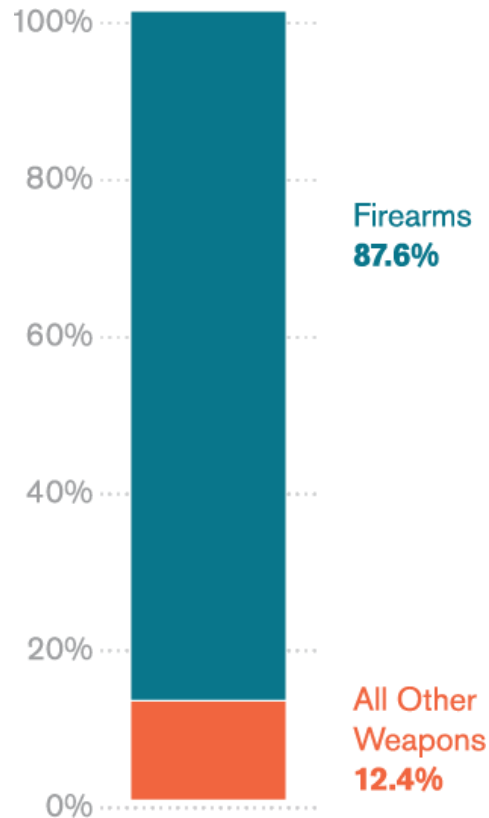


*2015-2020

- Violence impacts all Mecklenburg County residents
- Black men ages 18–34 most at risk to be homicide victims and suspects
- Nearly 90% of 2015–2020 homicide victims and suspects were males

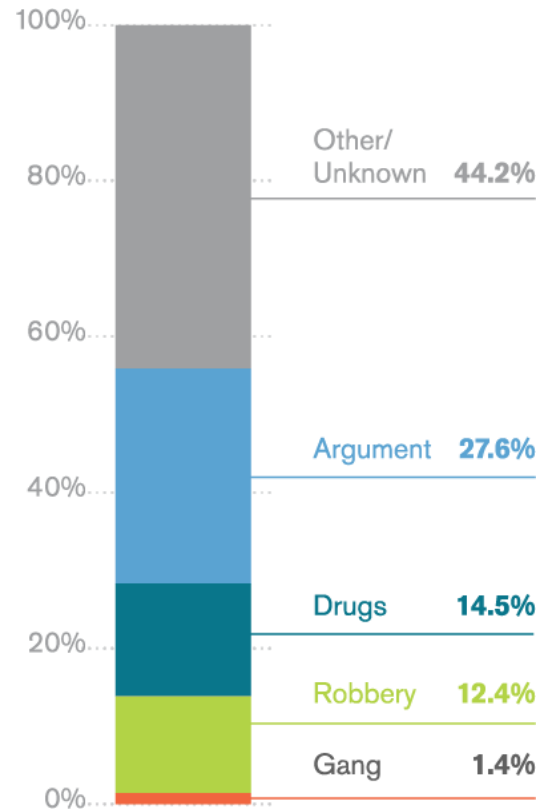
How

Homicide Weapons*



Why

Homicide Causes*



*2015-2020

- Guns are the predominant weapon used in local homicide cases
- Arguments are one of the leading causes of homicides, accounting for more than 27% of all known homicide cases

Levels of Prevention

Primary prevention:

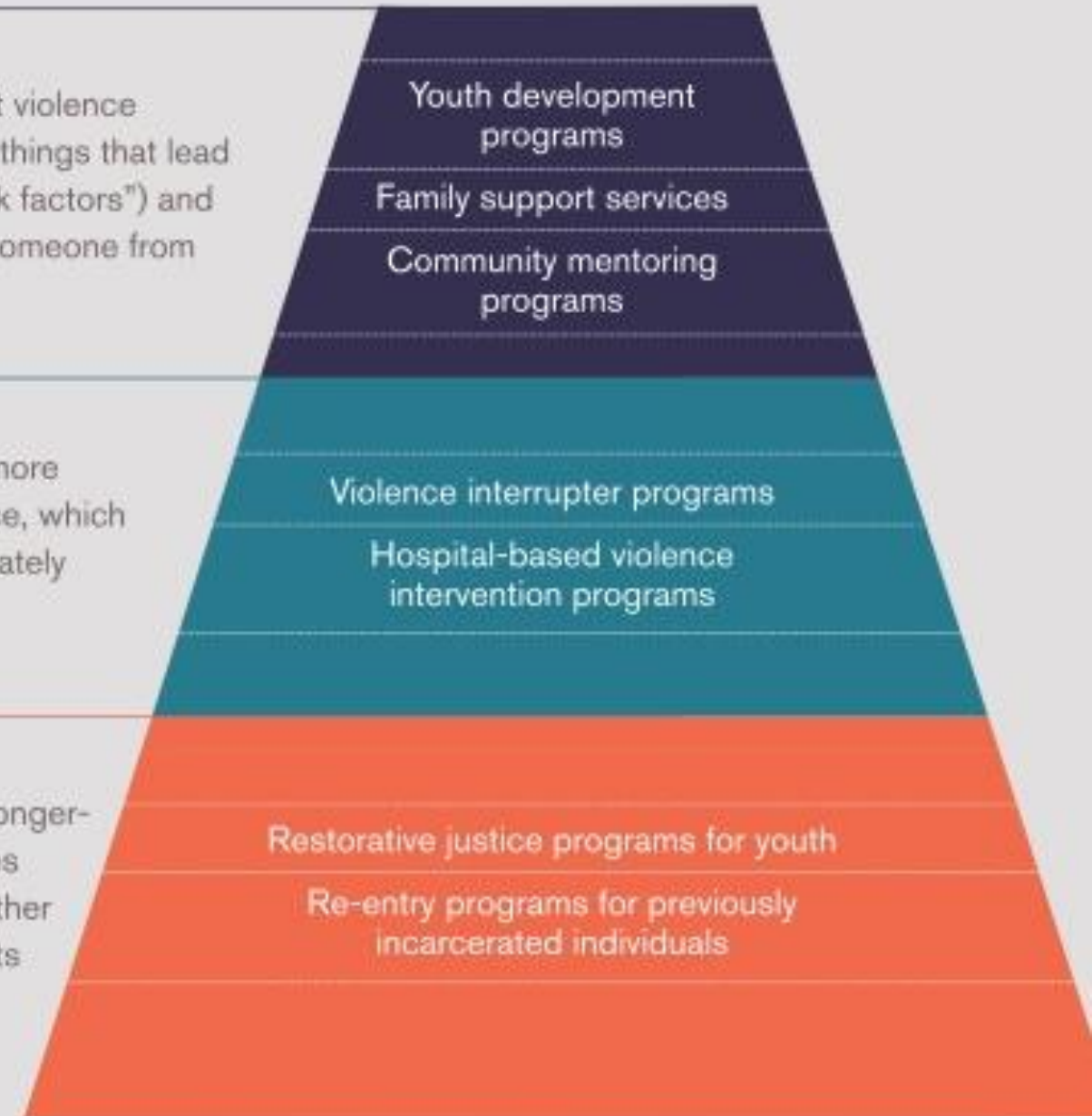
Approaches that aim to prevent violence before it occurs by decreasing things that lead to a higher risk of violence ("risk factors") and increasing things that protect someone from violence ("protective factors").*

Secondary prevention:

Approaches that focus on the more immediate responses to violence, which happen either during or immediately after it occurs.*

Tertiary prevention:

Approaches that focus on the longer-term impacts and consequences of violence to either prevent further harm or to prevent repeated acts of violence.*



Our Approach

- Applied Public Health Framework to structure process
- Engaged over 400 community members through focus groups, interviews, and surveys to understand perceptions of community violence
- Analyzed community input and evidence-based violence prevention practices to inform Areas of Focus and strategies

Long-Term Goals

HOMICIDES

10%

from baseline (2022)

GUN-RELATED
ASSAULT RATES

10%

from baseline (2022)



Areas of Focus

Community Engagement & Partnerships



Public and private stakeholders will work as equal partners with community members and organizations in planning, measuring, and carrying out policies, programs, and practices to address violence in their community.

Support for Youth & Families



Youth and families impacted by violence and those at higher risk of violence involvement will have easy access to services that address physical and mental health needs to enhance their ability to foster healthy relationships and ensure the healthy development of both child and caregiver.

Economic Opportunity



Mecklenburg County residents impacted by violence and those at a higher risk of violence involvement will have access to resources needed to secure and keep a job with opportunities for upward economic mobility.

Intergovernmental Collaboration



Community organizations and local government will work together to reduce violence through sharing data, resources, and staff to create policies, practices, and programs.

Safer & Healthier Neighborhoods



Individuals, families, and neighbors within all communities in Mecklenburg County will have enough access to the resources needed to lead lives free from violence despite location or zip code.



Community Engagement and Partnerships

Goal: Public and private partners will work as equal partners with community members and organizations in planning, measuring, and carrying out policies, programs and practices to address violence in their community.

Strategies	Key Performance Indicators	How will we measure that?	5-year Target
1.1 Establish shared decision-making framework with community leaders.	Program and policy recommendations identified through community engagement activities	Number of program and policy recommendations compiled, vetted and presented	10 program and policy recommendations identified
		Number of program and policy recommendations adopted	5 programs and policies adopted
	Community perceptions of shared decision-making authority related to community violence prevention initiatives	Median scores of survey items measuring perceptions of shared decision-making authority, taken from community leaders	A baseline/target for this measure will be established in FY2023.
1.2 Create opportunities for on-going community feedback and engagement with Mecklenburg County residents.	Community engagement activities (community meetings, focus groups, etc.)	Number of OVP-hosted community engagement activities with residents of Mecklenburg County	5 community meetings yearly (25 by FY2028), 10 focus groups yearly (50 by FY2028)
	Reports and presentations based on community engagement activities	Number of reports and presentations summarizing findings [perceptions, ideas, recommendations for solutions, and other feedback] from community engagement	This measure does not have a target, as it is used for tracking and process improvement
1.3 Implement multi-media violence prevention (VP) campaigns with community partners.	Social Media Impressions	Number of Violence Prevention campaign posts generated by County and Community partners were displayed in users' feeds on social media websites	500,000 Social media impressions from all platforms combined by FY2028
	Awareness of initiatives, resources, and support services related to Violence Prevention (VP)	Measurement of input from Annual Mecklenburg County Community Survey to assess knowledge of initiatives, resources, and support services related to Violence Prevention	A baseline/target for this measure will be established in FY2023

Community Engagement and Partnerships

Strategies	Key Performance Indicators	How will we measure that?	5-year Target
1.4 Provide performance-based funding for community partners to implement evidence-based strategies that reduce violence.	Awardees funded to implement evidence-based strategies	Number of community partners awarded funding	15 community partners awarded by FY2028
	Number of residents engaged in strategies implemented by funded community partners	Number of residents who participated in evidence-based strategies	A baseline/target for this measure will be established in FY2023
1.5 Provide technical assistance and training to community-based organizations implementing violence prevention initiatives through the Peacekeepers Academy.	Community-based organizations (CBOs) successfully completing Peacekeepers Academy (PA)	Number of CBO graduates from program	15 Community-based organizations graduated by FY2028
	Awareness of implementing violence prevention initiatives learned through PA	Measurement of input from pre and post surveys asking about knowledge, skills, and ability gained from participating in PA	This measure does not have a target, as it is used for tracking and process improvement
1.6 Subsidize infrastructure support of safe communal spaces for community partners within priority areas through shared administrative services and physical space.	Safe communal spaces for community partners within priority neighborhoods	Number of subsidized infrastructure components (shared administrative services and physical space, etc.) used for the establishment of safe communal spaces	All priority areas identified in FY 2023 have at least one safe communal space by FY 2028
	Utilization rate of subsidized safe communal spaces by community partners	Number of activities hosted by community partners in subsidized safe spaces, out of all recorded events/activities hosted in safe communal spaces	25% increase in utilization rate of safe communal spaces in FY2028 compared to FY2023

Support for Youth & Families

Goal: Youth and families impacted by violence and those at higher risk of violence involvement will have easy access to services that address physical and mental health needs to enhance their ability to foster healthy relationships and ensure the healthy development of both child and caregiver.

Strategies	Key Performance Indicators	How will we measure that?	5-year Target
2.1 Adopt universal screening and referral process for trauma related to violence in youth and family service initiatives.	Referrals made to individuals by youth and family service agencies using universal screening process	Number of referrals made using universal screening process	Baseline data will be collected in FY2023 to establish a target for FY2028
	Utilization rate of mental health services among youth/family members receiving screening and referral	Number of youth/families that reported successful follow-up within 90 days of receiving screening and referral, out of all referrals given to youth/families	25% increase in utilization rate of mental health services in FY2028 compared to FY2023
2.2 Expand access to behavioral and mental health services for individuals exposed to violence.	Community partners qualified to make referrals for individuals exposed to violence to behavioral and mental health (BMH) services	Number of community partners that are enrolled in referral systems used for BMH services	20% increase in community partners enrolled in referral systems in FY2028 compared to FY2023
	Utilization rate of BMH services by individuals exposed to violence living in priority areas	Number of residents living in priority areas reporting utilization of BMH services following exposure to violence, out of all individuals residing in priority areas	10% increase in utilization rates for BMH services in FY2028 compared to FY2023
2.3 Expand community-based youth mentorship and parenting education initiatives.	Mentees and mentors involved in community-based youth mentorship programs	Number of youth and adult participants involved in community-based youth mentorship programs	M20% increase in number of both youth and adult program participants in FY2028 compared to FY2023
	Individuals enrolled in parenting education initiatives	Number of program participants	35% increase in enrollment in FY2028 compared to FY2023

“the violence that we have in our community is a result of so many factors: guns, mental health, drugs, poverty, hopelessness, racism, lack of discipline, lack of coping skills and education, teenagers don’t have enough positive activities to participate in outside of school, especially on the weekends or in the evenings.” –Community engagement activity participant

Economic Opportunity

Goal: Mecklenburg County residents impacted by violence and those at a higher risk of violence involvement will have access to resources needed to secure and keep a job with opportunities for upward economic mobility.

Strategies	Key Performance Indicators	How will we measure that?	5-year Target
3.1 Enhance job training and placement strategies to improve employee hiring and retention rates for individuals with prior criminal justice involvement working with Second Chance Employers (SCEs).	Hiring rates among SCEs	Number of justice-involved individuals hired by SCEs, out of number of justice-involved individuals seeking employment.	Baseline data will be collected in FY2023 to establish a target for FY2028
	Employment retention rates among SCEs	Number of individuals with prior criminal justice involvement hired after participation in training programs, out of total program enrollees	40% hiring rates among program participants
3.2 Expand access to financial literacy education among residents impacted by violence.	County and community partners offering place-based financial literacy (FL) programs in community violence priority areas	Number of FL programs within community violence priority areas	25% increase in number of FL programs in priority areas
	Completion rates of FL programs by residents residing in priority areas	Number of priority area residents that successfully complete FL programs, out of total number of program enrollees residing in priority areas	50% increase in completion rates among priority residents
3.3 Implement comprehensive workforce development and training strategies, with focus on disconnected youth and other higher-risk individuals.	Workforce development and training (WDT) program participants	Number of enrolled participants in WDT programs offered by county and affiliated partners	50% increase in annual program enrollment numbers in FY2028 compared to FY2023
	Hiring rates among higher-risk individuals that have successfully completed WDT programs	Number of higher-risk individuals that were hired following completion of WDT programs, out of number of all WDT program graduates	50% hiring rates among individuals successfully completing program

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Intergovernmental Collaboration

Goal: Community organizations and local government will work together to reduce violence through sharing data, resources, and staff in creating policies, practices, and programs.

Strategies	Key Performance Indicators	How will we measure that?	5-year Target
4.1 Maintain infrastructure for on-going intergovernmental collaboration, including among elected bodies.	Agencies represented in collaborative workgroups related to violence	Number and type of agencies from diverse sectors represented in collaborative workgroups	This measure does not have a target as used for process improvement
	Program/policy recommendations produced by intergovernmental workgroups	Number of program/policy recommendations compiled and presented	5 recommendations documented and presented by FY2028
4.2 Foster partnerships with private businesses and philanthropic organizations to co-invest in violence prevention initiatives.	Dollars or other resources co-invested by private and philanthropic partners for VP initiatives in priority areas	Estimated monetary value of dollars and other resources invested by private and philanthropic partners	\$3,000,000 worth of funds (or other resources) by FY2028
4.3 Establish and implement a coordinated interagency response plan to support communities following violent incidents.	Partnership agreements from community organizations involved in response activities following violent incidents	Number of partnership agreements entered and type of organizations involved in response activities	This measure does not have a target as used for process improvement
	Residents in priority areas provided services through interagency response activities following violent incidents	Number of priority area residents served and type of service provided following a violence incident	50% of residents in priority areas are provided some type of service or resource following a violent incident between implementation and FY2028

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Intergovernmental Collaboration

Strategies	Key Performance Indicators	How will we measure that?	5-year Target
4.4 Integrate and analyze law enforcement, health and human service and other relevant data to monitor progress and inform strategies.	Data sharing agreements executed among relevant agencies	Number of data sharing agreements and type of agency	50% increase in number of fully executed data sharing agreements in FY2028 compared to FY2023
	Program/policy recommendations produced using data from integrated sources	Number of program/policy recommendations compiled and presented	5 recommendations documented and presented by FY2028
4.3 Collaborate with local schools to reduce youth violence by implementing the 100 Youth Advisory Council.	Local schools involved in recruitment and promotion of 100 Youth Advisory Council (100YAC)	Number of middle and high schools assisting with the recruitment and promotion	70% of area schools assist with recruitment and promotion by FY2028
	Peer-led discussions related to violence facilitated by council	Number of peer-led discussions by 100 YAC	25 peer-led discussions documented by FY2028

“Until we change policies, procedures and how systems integrate and interact with one another, we’re not going to have the true change that’s going be something that’s dynamic, transformative for our community.”

–Community engagement activity participant

Safer & Healthier Neighborhoods

Goal: Individuals, families, and neighbors of all communities within Mecklenburg County will have enough access to the resources needed to lead lives free of violence despite location or zip code.

Strategies	Key Performance Indicators	How will we measure that?	5-year Target
5.1 Implement and expand community violence interruption and hospital-based violence intervention initiatives.	New and expanded community violence intervention initiatives within priority areas	Number of initiatives based in priority communities	50% of community violence priority areas will have a community-based intervention initiative by FY2028
	Participants in Hospital-based Violence Intervention Programs (HVIPs)	Number of patients served by HVIP initiatives	Baseline data will be collected in FY2023 to create target for FY2028
5.2 Implement public safety initiatives focused on identified Corridors of Opportunity outlined in the SAFE Charlotte Grant.	Priority neighborhoods with initiative(s) enacted	Number of priority neighborhoods and type of initiative(s) enacted	All priority neighborhoods identified in FY2023 have at least one public safety initiative enacted by FY2028
	Priority neighborhoods with strategies enacted	Number of priority neighborhoods with strategies enacted to maintain safe physical conditions	This measure does not have a target, as it is used for tracking and process improvement
5.3 Prioritize strategies to protect and maintain safe physical conditions in neighborhoods most impacted by violence, including trash pickup, code enforcement for vacant/abandoned properties, and community lighting.	Perceptions of safety and quality related to physical conditions from community members in priority neighborhoods	Median scores of survey items measuring perceptions of safety and quality related to physical conditions, taken from participants living within priority neighborhoods	50% improvement of resident perceptions in FY2028 compared to FY2023
	New and expanded community violence intervention initiatives within priority areas	Number of initiatives based in priority communities	50% of community violence priority areas will have a community-based intervention initiative by FY2028

Get Involved



Learn about violence, prevention efforts, and supportive services in Mecklenburg County



Participate in community engagement activities related to violence prevention efforts



Advocate for policies, practices and programs related to violence prevention in Mecklenburg County

Community Partners & Residents

- Provide Feedback to OVP
- Join Implementation Team
- Volunteer with Carolina Violence Prevention Collaborative (CVPC)
- Share The Way Forward

The Way Forward is Together

For questions or to find out more about the Mecklenburg County Office of Violence Prevention, visit on the web at <https://www.mecknc.gov/HealthDepartment/Pages/ViolencePrevention.aspx>

Or email us at OVP@MeckNC.gov

