



**STRATEGIC PLANNING AND CAPACITY BUILDING
FOR VIOLENCE PREVENTION
THROUGH COMMUNITY ECONOMIC DEVELOPMENT IN RICHMOND
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**Prepared by:
The National Trust for the Development of African American Men
and
Urban Strategies Council**

**In Partnership with
Richmond Improvement Association**

INTRODUCTION

At the invitation of the Richmond Improvement Association (RIA), over the past six months The National Trust for the Development of African American Men (The Trust) and The Urban Strategies Council (The Council) have conducted a series of discussions with RIA members about the growing incidence of violence in the city of Richmond. Those discussions have resulted in two sets of activities. The first is the initiation of a process between Trust fellows and other inmates in San Quentin and members of the RIA to engage current inmates, formerly incarcerated people from Richmond and members of the Richmond community at-large in analysis, planning and action steps to address the problems of violence and parolee reentry in Richmond. That process reached a critical milestone on January 11, 2006 when members of the RIA met with Trust fellows inside San Quentin to discuss a partnership on violence prevention and reentry in Richmond and San Quentin.

The second set of activities has focused on the analysis of the Richmond situation by the RIA and Richmond stakeholders through a variety of discussions, especially the June Violence Summit. The analysis of local stakeholders has been supplemented by discussions between RIA members, Trust Director Garry Mendez, Council CEO Junious Williams and Senior Consultant Gus Newport, and Reverend Raymond Lankford of Healthy Oakland. The analyses of both the

Richmond stakeholders and the external consultants are consistent in the fundamental conclusion that the issues of violence in Richmond cannot be addressed solely from a law enforcement perspective but must address a broader set of the factors contributing to violence including inadequate education, lack of economic opportunity, insufficient community economic development infra-structure and a short supply and lack of coordination of reentry services and supports. This has led us to characterize the proposed efforts as “Violence Prevention Through Community Economic Development.”

In December of 2005, The Trust provided RIA with a concept paper setting forth a preliminary plan to begin addressing the violence by focusing on parolee reentry issues and to begin planning for community economic development strategies and programs. In December, Garry Mendez and Gus Newport visited Richmond and met with RIA members and a few local stakeholders. On the basis of the various meetings between the Trust, the Council and RIA, we propose a six-month strategic planning and capacity building project through which The Trust and The Council (Trust-Council Team) provide technical assistance and capacity building services to the RIA focused on assisting them in assessing and planning the key areas of intervention for a set of integrated strategies to reduce violence through community economic development.

Specifically, the Trust-Council team will work with RIA to:

1. Document and assess current strategies, program activities and implementers in each of the critical intervention areas;
2. Gather, analyze, maintain and disseminate basic data and indicators in each of the intervention areas;
3. Conduct technical assistance and capacity building activities related to effective strategies and programs and use of data
4. Conduct strategic planning sessions to identify RIA’s overall priorities and selected strategies, programs and implementation partners in each intervention area for implementation.

RELATIONSHIP TO RIA

The Trust-Council Team has established a consulting relationship with RIA. As such, our primary responsibility is to provide information, strategic advice, technical assistance and capacity building services to RIA. As indicated below, a variety of organizations are already working with various stakeholders in Richmond. In order to establish clear lines of relationship and responsibility, we have chosen to enter the situation as consultants and advisors to the RIA

INTERVENTION AREAS

For purposes of the reconnaissance and planning, we will be focusing on four broad areas of intervention including:

1. **Violence Prevention**, including the issue of parole and probation reentry;
2. **Education and Youth Development**, including K-12, higher education and youth development programs and services

3. **Employment**, including training, job development and placement/retention
4. **Community Economic Development** including redevelopment and investment subsidies, community benefits and capacity building for community-based organizations.

APPROACH

RIA is an extremely important organization in the efforts to reduce violence and increase economic opportunity in Richmond. Decisions it makes with regard to what strategies, programs and partners it engages with are critical to garnering the support of the faith community as well as the broader Richmond community. In order to make the best possible decisions regarding where it aligns its support and where it concentrates its efforts, the RIA needs to build its capacities to identify the currently operating programs and actors in critical intervention areas (landscape), document current conditions in the community (data), understand effective strategies and programs that exist in other locales (promising strategies and programs), make decisions about the most effective strategies, programs and partners for RIA in order to reduce violence and increase economic opportunities for residents of Richmond. Consequently, the proposed program will include a three-pronged effort:

1. conducting reconnaissance on current programs;
2. gathering and analyzing data on conditions related to violence and community economic development; and
3. building the capacity of RIA members to use data and information to drive strategic planning .

Reconnaissance

One of the reasons the Trust and the Council have recommended the strategic planning process is that it is apparent that there are a variety of organizations already working in Richmond on issues of violence and community development. In order for RIA to make informed decisions about where to focus its attention, it needs to understand: “Who are the various groups already working on issues of violence prevention and economic development? What results, strategies and programs are they pursuing? How are they working with other organizations?” The last thing that we would want to do is to add to the number of organizations working on the issues but not adding value for the community in effectively addressing the issues. In our discussion with leadership of RIA, it seemed to us that the first contribution we could make is to ensure that we and they have a clear, documented understanding of who is working in each area and what they are attempting to accomplish and how they were working with others.

Our program reconnaissance work will begin with identifying key organizations and determining the extent to which they already have the sort of landscape information we are proposing to collect. We know, for example, that several intermediary organizations and the university are working in Richmond; they represent a good starting point for the reconnaissance and planning process.

After identifying key information sources and actors in each area, we will conduct interviews with them to gain a better understanding of their efforts by gathering information on the questions listed below the matrix. As noted in the attached matrix, we are interested in finding out how the various sectors of the community (listed in the first column of the matrix) are engaged in and addressing the four intervention areas (columns 2-5 of the matrix). Through the

document review and interviews, we hope to be able to answer the questions listed below the matrix and to provide a summary and analysis of the status of each area. This information will be shared with RIA and through discussions and strategy sessions, determine what positions, activities and actions should be undertaken by RIA to move the violence prevention and economic development agenda for Richmond.

Data Collection, Analysis and Dissemination

A second prong of activity is to compile reliable data on each of the intervention areas, in a community-friendly format, so that the assessment and planning processes can be data-informed if not data-driven.

The data work would begin by culling data on the intervention areas from administrative and community data sources and to organize it into user-friendly data products, including a data book. We also propose obtaining map layers for Richmond so that we can apply spatial analysis techniques and produce output in the form of maps.

Strategic Planning

The central focus of the proposed program is to build RIA member and organizational capacities to develop a strategic plan for addressing violence through community economic development. RIA needs to have its own organizational analysis and strategic plan regarding how to effectively reduce violence through economic development in order to make decisions about: 1) where it focus its resources; 2) what existing strategies and programs it will lend its support; and 3) what strategies and programs it should advocate for.

Reentry Services for the San Quentin Trust-Richmond Reentry Project

As noted above, on January 11, 2006 members of the San Quentin Trust and the RIA met at San Quentin and agreed to work together with inmates who are from Richmond to develop their ideas for strategies and activities to reduce violence in Richmond. That effort calls for a series of meetings between Trust Fellows, inmates from Richmond and the RIA to develop violence reduction activities. It also calls for the partnership to identify and coordinate services for inmates paroling to San Quentin to ensure that there is pre-release planning and post-release service delivery. In order to ensure that this happens, we will use the period of the planning grant to identify and meet with reentry program and resources, formerly incarcerated individuals and organizations representing them, officials from the California Department of Corrections and Rehabilitation (CDCR), local law enforcement and other key stakeholders. The purposes of these discussions are to: 1) document existing programs and resources; 2) determine how the Trust-RIA program can work with the existing programs and resources; and 3) identify gaps in programs and services that should be addressed in the violence prevention program.

CAPACITY BUILDING AND STRATEGIC PLANNING WORKSHOPS

Our approach is to embed the capacity building process into the work of developing a strategic plan. We propose a series of five monthly, day-long workshops for RIA members and selected partners with one workshop being devoted to each of the four intervention areas and a final workshop devoted to setting priorities for the strategic plan. Each of the workshops would

incorporate components on 1) data; 2) local strategies and program; 3) promising strategies and programs nationally; 4) community needs and priorities; and 5) RIA priorities.

As a part of the capacity building activities for RIA, funds are requested to hire a full-time program coordinator who will work with the consultant team and RIA members to build internal systems and procedures to utilize the tools developed in this process and to begin implementation of the strategic plan.

DELIVERABLES

As a result of the document and data collection, interviews and analyses undertaken during this strategic planning and capacity process, the Trust-Council Team and RIA will produce the following deliverables:

1. Four *Topical Workshop Modules on Assessing and Planning for Violence Prevention Through Community Economic Development* that can be used by RIA with other stakeholders
2. *An Overview of Violence Prevention and Community Economic Development Programs in Richmond* describing strategies, programs, results sought, and participants in each of the four intervention areas;
3. *A Richmond Data Book* containing basic administrative and community data for each of the four intervention areas; and
4. A strategic plan for RIA on *Violence Prevention Through Community Economic Development in Richmond* that identifies priority strategies, programs/activities and potential partners.
5. Internal systems and procedures at RIA to utilize the tools developed in the process and to begin implementation of the strategic plan.

**SIX-MONTH BUDGET
STRATEGIC PLANNING AND CAPACITY BUILDING
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OPERATING EXPENSE BY CATEGORIES	SIX-MONTH BUDGET
PERSONNEL	60,450
Trust-Council Team	27,950
Salaries of 1.0 FTE for six months	21,500
Benefits	6,450
RIA	32,500
Salaries of 1.0 FTE for six months	25,000
Benefits	7,500
CONSULTANT COSTS	60,800
Reentry/Viol Prev Senior Consultant	19,000
Emply/Econ Dev Senior Consulnt	19,000
Education/Data Senior Constulant	22,800
PROGRAM COSTS	25,220
Workshop handouts and materials	1,375
Workshop food and refreshments	3,000
workshop facility and equipment	2,500
Information Acquisition	1,500
Final plan design and reproduction	2,500
Supplies	1,500
Local Travel	2045
National Consultant Travel	10,800
SUBTOTAL PERSONNEL COSTS	60,450
SUBTOTAL CONSULTANT COSTS	60,800
SUBTOTAL PROGRAM COSTS	25,220
TOTAL PERSONNELCONSULTANT AND PROGRAM C	146,470
INDIRECT @.12% OF COSTS	17,576
GRAND TOTAL	164,046

CURRENT RICHMOND STRATEGIES AND PROGRAMS INVENTORY SHEET

INTERVENTION AREA <i>✍</i>	VIOLENCE PREVENTION & REENTRY	EDUCATION & YOUTH DEVELOPMENT	TRAINING AND EMPLOYMENT	COMMUNITY AND ECONOMIC DEVELOPMENT
SECTOR <i>✍</i>				
CONSTITUENT GROUPS				
FAITH-BASED ORGS				
BASE BUILDING ORGS				
NON-PROFITS ORGS				
GOVERNMENT				
EDUCATION				
BUSINESS				
PHILANTHROPY				
OTHER				

KEY QUESTIONS

1. What do the data and key indicators tell us about the status of this intervention area? What have been the patterns of change over time?
2. What results are sought by stakeholders in this intervention area?
3. What are the strategies being employed to address this area?
4. What are the programs/activities being implemented or planned?
5. What are the resources being devoted to this area?
6. What organizations are involved with this area?
7. Who are some of the key actors involved in this area?
8. What is the level of coordination and integration of activities across organizations and sectors?

CONSULTING TEAM

ORGANIZATIONAL PROFILE: THE NATIONAL TRUST

The National Trust for the Development of African American Men is a seventeen-year old non-profit organization located in Riverdale, Maryland. The National Trust was developed by Dr. Garry Mendez in response to the litany of problems faced by African-Americans, especially males. The Trust concentrates upon problem solving through the use of African and African-American values, culture and history. Currently, the Trust Programs focus on parolee reentry beginning with an asset-based leadership development while individuals are incarcerated and continuing with community service programs and community-based support services upon release. The National Trust has several new programs under development.

Biography for Dr. Garry Mendez

Dr. Garry A. Mendez, Jr. is an author, public scholar and community activist. He addresses issues confronting African American individuals, families and communities using culture and value-based leadership.

His areas of expertise include crime prevention and re-entry programs; ex-offender placement and counseling; probation and parole policy development; police and community relations; evaluating police practices and procedures; and assisting with minority police and correctional officer recruitment.

Dr. Mendez is the Executive Director and Founder of *The National Trust for the Development of African-American Men*, an organization utilizing practical and creative management to identify and address the problems facing African-American males, primarily focusing on areas of health, crime prevention, leadership training, education and economic development.

Dr. Mendez received his Ph.D. from the University of Michigan, a master's degree from Bank Street College of Education, and a bachelor's degree from Hobart College. He has been a Visiting Fellow at the National Institute of Justice where he developed a value-based crime prevention approach to community and individual interventions.

Currently he is a consultant to the National Institute of Corrections where he has assisted in developing individual intervention and re-entry programs working directly with community-based organizations. He focuses on health issues and incarceration. Previously, Dr. Mendez served as the Director of Administration of Justice for the National Urban League. He was responsible for assisting local Urban League affiliates nationwide with criminal justice-related program development and outreach.

Dr. Mendez has been featured in several national publications including the *Washington Post*, *New York Times*, *U.S. News and World Report*. He has written over 30 publications and is a frequent guest commentator. Additionally, Dr. Mendez conducted seminars at the International Parole Authorities Association, International Black Police Association, International Fatherhood Conference, and a host of other national organizations.

ORGANIZATIONAL PROFILE: URBAN STRATEGIES COUNCIL

Urban Strategies Council (the Council) is a community building support organization located in Oakland, California. Founded as a non-profit organization in 1987, the Council's mission is to reduce persistent poverty by helping to transform low-income neighborhoods into vibrant, healthy communities (www.urbanstrategies.org). The Council provides research and data analysis, strategic planning, program development, capacity building and advocacy in service of low-income communities. The Council works with stakeholders in low-income communities, community-based organizations, and major public systems to expand services for children and families, improve health, educational and other outcomes, and increase employment and economic opportunities.

The Council applies its core skills in the service of the community. These core skills include:

- ? Using data and information as organizing, advocacy, and decision-making tools;
- ? Building relationships based on shared goals, using tools of convening, facilitation, strategic planning, and follow-through;
- ? Mobilizing resources (financial, human and program) to support innovative programs and strategies;
- ? Transferring skills to partners through technical assistance and teaching and learning innovations; and
- ? Advocating for policies and programs that improve the outcomes for children and families.

Biography for Junious Williams

Junious Williams is Chief Executive Officer of Urban Strategies Council in Oakland. He joined the Council in 1992 and became CEO in 1998. The Council's mission is to eliminate persistent poverty by helping stakeholders to transform low-income neighborhoods into vibrant, healthy communities. The Council provides research and data analysis, strategic planning, program development, capacity building and advocacy tools in service of low-income communities. The Council works with residents, community-based organizations, and major public systems in low-income communities to improve health, educational and economic outcomes for children and families.

The Council's Community Safety and Justice Program focuses on projects to increase the success rates of people reentering the community from incarceration and to prevent community violence. The Council is a member of the Urban Institute's Reentry Mapping Network, staffs the Community Reentry Service providers Network in Alameda County and partners with the National Trust for the Development of African American Men on the San Quentin Prison and Community Health Project. The Council is currently partnering with the National Trust and the Regional Congregations and Neighborhood Organizations to work with the California Department of Corrections to develop a demonstration project on effective community-correction partnerships for successful reentry.

Mr. Williams holds a Juris Doctorate and a Bachelor's degree in sociology from the University of Michigan. He began his legal career as an advocate for parents and students as founder of the Saginaw Student Rights Center and co-founder of the Ann Arbor Student Advocacy Center. He

has done extensive work with schools and community organizations in the areas of school desegregation, education equity and school improvement as Associate Director of the Programs for Educational Opportunity at the University of Michigan's School of Education. He also served as Associate Professor of Ethnic Studies and Assistant to the Vice President for Academic Affairs at California State University, Fresno. He has worked on a variety of school reform, youth development, after school programs and community building efforts in Oakland, and with partner organizations in other cities. He serves on the Boards of Directors for the National Community Building Network, the Center for Law and Education, The Cross-City Campaign for Urban School Reform, Kids First! and the National Trust for the Development of African American Men.

Biography for Gus Newport

Gus Newport is a Senior Consultant and former Director of the Community Building Support Center (CBSC) at the Urban Strategies Council (USC). He also serves as a consultant to a number of organizations, including the Vanguard Foundation. He has also served as a community building consultant for the Edna McConnell Clark, Annie E. Casey, the Jacobs Family Foundations and the East Bay Funders (a foundation partnership) conducting neighborhood feasibility studies to analyze needs for neighborhood planning grants.

He has recently served as the Executive Director of the Institute for Community Economics in Springfield, MA. Over his career he also served as Executive Director of the Partnership for Neighborhood Initiative (PNI), Palm Beach County, Florida and the Executive Director of the Dudley Street Neighborhood Initiative (DSNI), Boston, MA. DSNI is the first community nonprofit organization in the U.S. to receive eminent domain authority over designated areas of land, a status usually reserved for government.

Gus is the former Mayor of Berkeley, CA (1979-1986). During his tenure he served on the advisory board of the U.S. Conference of Mayors, and chaired the sub-committees on Education and Employment.

Gus was the first "Fellow" of the Mabel Louise Riley Foundation. He also served as the First Senior Fellow at the William Monroe Trotter Institute, University of Mass. Boston, and as a lecturer in residence at the University of California at Santa Cruz. Gus served as a member of the faculty at Portland State University to the HUD Community First, HUD Senior Managers Seminar, and a member of Yale Community Fellows program faculty. The Yale Community Fellows program was established to enhance the skills of "Hope Six" project directors.

Gus has a B.A. from Sierra College, Santa Monica, CA an M.A. in Business from Goddard College, and he is a graduate of the Kennedy School of Government, Harvard University, Senior Executives in State and Local Government Program.