AGENDA

Newport News City Council
Work Session

January 22, 2019

Downing Gross Cultural Art Center
2410 Wickham Avenue, 1st Floor Banquet Room

2:45 p.m. I. Bonds Sale Update

2:50 p.m. II. Youth & Gang Program Briefing

3:35 p.m. III. Comments/Ideas/Suggestions

IV. Adjourn

Newport News City Council & Newport News School Board
Joint Work Session

4:00 p.m. I. City Council and School Board Discussion

II. Adjourn

6:00 p.m. III. Return to City Hall for Evening Meeting
CITY OF NEWPORT NEWS
OFFICE OF THE CITY MANAGER
January 16, 2018

TO: The Honorable City Council

FROM: City Manager

SUBJECT: Draft Strategic Plan 2019-2021: Violence Reduction Blueprint

As a result of our on-going discussion with City Council to reduce violence and improve outcomes for youth and young adults, I am pleased to present the Draft Strategic Plan 2019-2021: Blueprint for Violence Reduction. Carrington Consulting, LLC was retained to lead this strategic planning engagement with technical support from Cities United.

The Blueprint for Violence Reduction leverages the public safety momentum that we have realized through the implementation of data-driven practices such as COMSTAT (computer statistics) and builds innovative community-based intervention strategies to support our neighborhoods. We are confident the Comprehensive Strategic Plan for Violence Prevention and Response will further our efforts to disrupt violence in the community.

Most importantly, we look forward to working with you to realize our vision “To Inspire Hope and Improve the Quality Of Life for Youth and Families in the City of Newport News.” A copy of the Plan is attached. Presentation slides will be distributed at the Work Session.

[Signature]
Cynthia D. Rohlf

cc: Alan K. Archer, Assistant City Manager
    Steven R. Drew, Chief, Police Department
# Table of Contents

- Letters of Endorsement ........................................................................................................................................... 1/
- Executive Summary .................................................................................................................................................. 4
- Overview ............................................................................................................................................................... 7
- Context and Current Trends ................................................................................................................................... 12
- Vision ....................................................................................................................................................................... 16
- Approach ............................................................................................................................................................... 19
- Strategic Priorities and Goals ................................................................................................................................. 23
- Implementation and Governance ............................................................................................................................. 36
- Communication Plan ................................................................................................................................................. 42
- Recommendations ...................................................................................................................................................... 44

Appendix A: City of Newport News Organizational Chart .......................................................................................... 58
Appendix B: Planning Committee .................................................................................................................................... 59
Appendix C: Summary Meeting Schedule ................................................................................................................... 61
Appendix D: Summary of Programs and Services .......................................................................................................... 62
Acknowledgements

The development of the City of Newport News Youth Violence Prevention Strategic Plan is the result of a multidisciplinary collaborative effort through the Building Better Futures Initiative (BBFI). We especially appreciate the dedication of those who contributed their time, resources, and expertise to this endeavor.

More than eight months ago, the City of Newport News Building Better Futures Initiative began meeting with communities and various organizations to begin developing strategies and actions to systematically address community violence. These meetings led us to this citywide strategy for achieving violence reduction. We are indebted to the many individuals who contributed their ideas, time, energy, and/or expertise during the planning meetings, Community Conversations, focus groups, interviews, and various events that led to the community-inspired strategies found within this plan. We also thank the Carrington Consulting Group and Cities United for their contributions and support during the development process and for ensuring the voices of the communities were always heard. We are grateful for the ongoing contribution of our partners and staff who are working to support these partnerships. Finally, we thank all the individuals (please see Appendix B for a complete list) who directly contributed to the production of the City of Newport News Building Better Futures Initiative Strategic Plan for Creating a Safe and Livable City.

Building Better Futures Steering Committee

Alan Archer, Assistant City Manager
MaRhonda Echols, Youth and Gang Violence Prevention Manager
Ven Thomas, Director, Department of Human Services
Carl Williamson, Director of Housing Operations, Newport News Redevelopment and Housing Authority
Gabe Morgan, Sheriff, Newport News Sheriff’s Office
Howard Gwynn, Commonwealth Attorney, Newport News Commonwealth’s Attorney’s Office
Hal Smith, President and CEO, Boys & Girls Clubs of the Virginia Peninsula
Steve Drew, Chief of Police, Newport News Police Department
Brian Nichols, Chief Academic Officer, Newport News Public Schools
Erma Barnes Torrance, Deputy Chief Probation and Parole Officer, 19th District
Lotus Wheeler, Director, 7th District Court Services Unit
Marcus Dennis, Director, Hampton-Newport News Criminal Justice Agency
Erica Randall, Assistant Police Chief, Newport News Police Department
Dawn Barber, Director, Department of Juvenile Services
Natalie Ward Christian, Executive Director, Hampton-Newport News Community Services Board
The City of Newport News has experienced a surge in community violence victimizing, and in many cases perpetuated by, youth ages 16-24 since 2013. In response, the Office of the City Manager developed the Building Better Futures Initiative (BBFI) to focus on reducing youth and gang violence and creating opportunities for healthier, safer communities in the City. The BBFI team has convened a diverse group of community stakeholders to better understand the issues surrounding violence in the community and to develop and implement solutions aimed at eliminating gang violence, enhancing violence interruption efforts, reducing homicides and other violent crime, and improving school safety. BBFI has worked vigorously to gain a comprehensive understanding of violence in the community and build systemic collaboration to perpetuate sustainable improvement in violence reduction. To achieve this goal, the City of Newport News and BBFI have selected a hybrid model adapted from the National Office of Juvenile Justice and Delinquency Prevention Gang Model, and Cities United’s Roadmap to Safe, Healthy, and Hopeful Communities, and the work of Carrington Consulting. Using a balanced approach to improve prevention, intervention, enforcement and offender reentry, the City has developed multi-layered objectives to inform an integrated violence reduction strategy. Evidence-based activities have been identified and aligned with agency practices. This framework has guided the development of a citywide strategic plan to reduce violence and inspire hope to improve the quality of life for youth and families in the City of Newport News. Particular emphasis will be placed on Ridley Circle, Marshall Courts, and the Courthouse/Beechmont neighborhoods, three communities in which the crime rate has remained stagnant or increased in the past 3-5 years.

Over the past eight months, the BBFI has engaged over 200 community stakeholders including elected officials, law enforcement, schools, faith-based organizations, community-based organizations, youth, incarcerated residents, and concerned citizens in a citywide youth violence prevention strategic planning process. Qualitative data collected included two citywide, public community meetings, stakeholder planning meetings, agency-specific field interviews, and focus groups. This primary data was collected from city staff, elected officials, non-profit leaders, business partners, faith leaders, inmates, residents, and others. Quantitative secondary data included local homicide data, non-violent and violent crime statistics, agency profile information, school retention and graduation data, offender recidivism information, program completion rates, and precinct-specific crime rates.

This inclusive, multi-sector collaborative is committed to addressing youth violence through evidence-based and asset-oriented solutions. This strategic plan will be used to inform and guide practices, policies, and programming across the city to allow stakeholders at all levels to make a coordinated effort to effectively address youth violence prevention in the City.
Ongoing efforts must continue in data collection, coordination of the work, policy/program development and evaluation and tracking our progress as a community. The youth and communities of Newport News are a valuable part of this work.

This plan, in alignment with the primary shared leadership network structure initiated by the Newport News Executive Leadership Team earlier this year, will serve to guide the city’s work in youth violence prevention toward addressing the root causes of youth and gang violence, increasing information exchange, enhancing opportunities, and strengthening our community. The plan provides a comprehensive understanding of community-based prevention and intervention strategies and outlines ways stakeholders across the city can prioritize prevention and early intervention as a means toward long-term change, while also addressing the needs of youth and families already involved in the criminal justice system.

The Building Better Futures Initiative will be realigned to support the strategic plan goals and will include 3 targeted governance teams:

1. A BBFI Director of Implementation and Evaluation/Lead and the BBFI Advisory Team: A Director of Implementation and Evaluation/Lead will be recruited and hired to guide the collaborative implementation process. The role may be filled by an existing city employee; however, at the recommendation of Cities United, should ideally be recruited from outside the existing staff city agencies. At minimum, the candidate(s) should possess a graduate degree, training in conflict resolution and community planning, and an understanding of youth development, strategic plan implementation, and community violence. This role will be facilitated by the recruitment and hiring of two administrative staff.

2. The BBFI Advisory Team (a subset of steering team stakeholders, including faith leaders, agency directors, communications personnel, elected officials, and a NNPS representative) will assist the Director in overseeing implementation and will advise him/her on matters associated with BBFI agencies and plan implementation.

3. A BBFI Work Group: a collaborative subset of multi-sector BBFI agency leaders who will exchange crime reduction information on a biweekly basis under the joint guidance of the NNPD and Department of Human Services. The Group will consist of representatives from the Street Outreach Team Case Manager, Juvenile Services, Sheriff’s Department, Human Service Department, PD Data Analyst, and Court Services.

4. A BBFI Implementation Team to monitor assessment and goal achievement- this group will meet regularly with the Director and “accountability leads” responsible for coordinating goal-based activities. A representative from this team may also be asked to collaborate with the BBFI Work Group to ensure continuity in the implementation of concurrent activities among all BBFI agencies.
Collaboratively, city government, non-profit organizations, the Newport News Public Schools division, and faith-based organizations will direct their focus, resources, and efforts to the following core SMART goals:

| Goal 1: To increase the communication and coordination of services among agencies to serve gang involved youth more effectively. |
| Goal 2: To reduce the number of violent incidents and improve community safety in targeted neighborhood. |
| Goal 3: To reduce the number of barriers of youth and young adults returning to the community. |
| Goal 4: To equip school based staff with tools to meet the needs of gang-involved and violence-involved youth and young adults. |
| Goal 5: To increase community awareness and participation in gang- and youth violence prevention strategies and awareness. |
| Goal 6: To engage members of the faith community as a partner in the Initiative. |

These goals will be achieved through the restructuring of key agency interactions, the development and nurturing of partnerships internal and external to the City, and the implementation of a city-wide violence reduction communications plan. Our community and partners are committed to working together to reduce violence and inspire hope to improve the quality of life for youth and families in the City of Newport News by 2021. Through a synthesis of outreach and suppression, to include services, the City is likely to see a reduction in the occurrence of violence. The plan includes an effort to restructure the Police Department activities, restructure and repurpose the Street Outreach Team, and expand collaboration among partners. Primary collaborative strategies include:

- Coordination of cross-sector services for offending and non-offending youth and young adults
- Reorganization of public safety activities and personnel
- Increasing citizen engagement in prevention, intervention, enforcement, and re-entry efforts
- Improved training and coordination of services to include cross-sector professional development
- Improving de-escalation and suppression strategies to ensure balance and build trust among residents
Overview

This strategic plan regards the City of Newport News as a single unit or entity. The City is a productive conglomeration of strong departments, sustainable non-profit, faith-based, and business partnerships, and residents who are fervent in their commitment to reduce violence in the City. The challenges and opportunities of the Commonwealth’s changing environment suggest the need for each city’s enhanced institutional capacity to act as a unit; that is, to chart strategic directions and mobilize service providers around those directions. The strategic plan proposes citywide goals and actions that transcend the boundaries of departments and administrative units, and suggests that stakeholders can take advantage of their distributed strengths while also reinforcing those strengths and facilitating innovation.

Many dedicated partners from across the City of Newport News provided input for the development of the strategic plan. Their assessment of strengths and opportunities for improvement led to the strategic direction and objectives reflected in this plan. To facilitate successful implementation of the plan, processes described in this strategic plan include the development of annual violence reduction work plans, the monitoring of progress through the use of annual progress reports, and the provision of oversight by the BBFI steering committee.

Defining Youth and Gang Violence

According to the Center for Disease Control and Prevention (CDC), a consistent definition is necessary to monitor the incidence of youth violence, and measure risk and protective factors. Ultimately, these measurements inform prevention, intervention, enforcement, and re-entry efforts. The steering team has adopted the CDC’s definition of youth violence, which suggests youth violence occurs when young people between the ages of 10 and 24 years intentionally use “physical force or power to threaten or harm others”. Such a definition includes many forms such as fights, bullying, threats with weapons, and gang-related violence. The city’s efforts also acknowledge that youth and young adults may be involved with youth violence as a victim, offender, or witness, and that violence may have emotional, physical, psychological, and economic impact to individuals and communities. Risk and protective factors that undergird this plan are discussed later in this report (See: Vision).

The City of Newport News defines gangs and gang membership using the criteria established in code of Virginia 18.2-46.1, and designates serious habitual offenders (SHO) using the criteria established in the Code of Virginia 16.1-330.1.
Background

The City of Newport News serves over 180,000 residents, providing services through its 40 departments and agencies. The merit of the city is grounded in a wide range of outstanding service divisions, each of which has achieved excellence in its field. For example, The Certified Crime Prevention Community certification was awarded to the Newport News Police Department by the Department of Criminal Justice Services (DCJS) and the Commonwealth of Virginia in 2002. To date, noteworthy achievements in violence prevention, intervention, enforcement, and re-entry include an undergirding of state and local collaboration already evident in the city’s violence current reduction efforts. For example, Newport News Police Department Safety Resource Officers (SROs) assist the Office of Juvenile Services with running a VA Rules Camp for youth who are adjudicated through the courts. The department also participates in national and state programs such as Project Child Safe, which distributes gunlocks and promotes gun safety, and the National Night Out. Since first partnering with Project Child Safe the NNPD has distributed 3,398 gunlocks. The NNPD is also a part of the SALT/TRIAD program established by the State Attorney General’s Office and the Governor to promote safety and improve and maintain the quality of life for seniors. This initiative includes the “Yellow Dot” Project, Project LIFESAVER, Safety for our Seniors (SOS), Citizen Police Academy for Seniors, and other events.

Innovative local partnerships among agencies have been the hallmark of the City’s success, thus far. The Community Work Alternative Program (CWAP), for instance, is a partnership between the Newport News Police Department, the Juvenile Court Service Unit, the Juvenile Detention Center, and the Juvenile Court judges. This program allows the department to serve as an alternative juvenile outreach sentencing site. Additionally, the department works alongside Commonwealth Catholic Charities to bridge the gap between refugees and the city government, providing safety and awareness classes to incoming refugees and collaborating with state/city agencies and churches to provide services to the refugee population.

Other city agencies have also made remarkable innovations in violence reduction strategies. Every 15 Minutes, a program coordinated by the Commonwealth Attorney’s Office through school sites challenges students to think about abuse, personal safety, and responsibility of making mature decisions about human lives. Newport News Public Schools also works with NNPD SROs to host mentoring programs at multiple school sites: Achievable Dream Elementary (one for boys and one for girls); Woodside High School (in conjunction with a non-profit organization, Brothers on the Block); Heritage High School; Achievable Dream High School; and Menchville High School. SROs also lead criminal justice clubs at all six high schools. Additionally, Deputy Sheriffs provide 14 gang-reduction (CRO) programs through schools and in the community each year.

Collaboration is also extended to include city residents; opportunities for citizen advocacy and involvement include the Citizen Police Academies, for youth and adults, the Standing Together against Neighborhood Crime Everyday (STANCE) program, the Community Education and Out-
reach Center (CEOC). The city also sponsors a Neighborhood Watch Coalition (NWC) to coordinate and oversee all Neighborhood Watch groups. Under the direction of Chief Steve Drew, a Community Outreach Division has been created in the NNPD, to improve the relationship between residents and law enforcement, reduce the stigma associated with open communication between these groups, and enhance prevention and intervention efforts. This division is committed to collaborating with the Newport News Department of Human Services and other city departments, community partners, the faith community, and residents of Newport News to prevent, reduce, and sustain reductions in children’s exposure to violence and trauma, and to promote healing and increase the safety, well-being, and healthy development of children, youth families, and communities. The division is comprised of the Community Programs Unit, Community Outreach Unit, and the School Resource Unit. The Community Outreach Division houses a myriad of programs and services, including citizen police academies (with over a thousand graduates, to date), and Standing Together against Neighborhood Crime Everyday (STANCE) a group that meets to discuss issues of concern to those living in and/or managing multiple family dwellings. A complete list of the department’s programs is presented in Appendix D.

The City recognizes the complex nature of both the needs of its residents and the violent activity that threatens their well-being. Thus, there is a need for a focus on emotional, mental, physical, educational, employment and material risks and protective factors in Newport News communities. Since 2013, the city has increased its emphasis on mental and emotional health; in fact, Sheriff Gabe Morgan, Sr. was an inaugural appointee to the Governor’s Task Force on Improving Mental Health Services and Crisis Response, which promotes increased training and preparedness across agencies in their work with mentally ill residents. The Sheriff’s Office also provides Moral Reconation Therapy, a step-by-step program that promotes a positive self-image and identity. In this program, facilitators guide inmates in self-assessment, building trust, setting goals, and accomplishing them, helping yourself and others, and redirecting behavior.

Inmates benefit greatly from the extensive partnerships established on their behalf. For example, the Foodbank of the Virginia Peninsula accepts jail inmates into its Culinary Training Program designed to help disadvantaged adults gain culinary and job readiness skills. Trainees participate in a training environment that prepares them to work successfully in the food service industry. Graduates of the culinary program earn ServSafe Food Manager Certification, and food prepared during the program provides over 5,000 hot meals per week to children in the community. Additionally, inmates complete over 1,100 substance abuse, academic, re-entry, faith-based, and self-improvement programs and classes each year that are offered by the Sheriff’s Department. One such program, Crossroads, is an evidence-based therapeutic community treatment program in which participants receive education about addiction and receive an opportunity to explore internal issues that have impacted their addiction. Participants engage in daily groups and individual counseling to overcome their addictive and self-destructive lifestyles that cause incarceration. Community Crossroads, also sponsored by the Sheriff’s Office, provides additional wraparound reentry services to assist those returning to their communities and who are in need of substance abuse and mental health services. To gain acceptance into Community Crossroads, evidence must be provided to show completion of
an approved drug program. Participants must consent to random drug testing and mandatory treatment services.

As a core agency of BBFI, the Department of Human Services also provides prevention, intervention, and self-sufficiency support through all its programs, including the Teamwork, Options, Pathways (TOP) initiative; Housing Broker Team (HBT); Employment Services Program (ESP); and (Supplemental Nutrition Assistance Program Employment & Training (SNAP E&T). TOP includes community-based programs and organizations offering a wide range of services, including mentorship; sports and recreation; positive peer interaction; character and leadership development; life skill building; in-home therapeutic services; and counseling services. The HBT rapid re-housing program assists homeless families with children under the age of 18. The ESP administers the State’s Welfare to Work program, promoting employment and providing work support to recipients of TANF, while SNAP E&T assists SNAP recipients in finding a job or improving job skills.

Within the Department of Juvenile Services, The Youth Empowerment Program provides a holistic, community based alternative to detention placement for at-risk youth between the ages of 12 and 17. Y.E.P uses a tool called the ACE (Adverse Childhood Experiences) to aide in customizing services to meet the specific needs of youth referred by Juvenile Domestic Relations Court, the Court Services Unit, the Department of Human Services, the school division, Juvenile Services Outreach and Electronic Monitoring Program, and the Street Outreach Team. An array of other services and activities are offered. The core areas of training or services that are provided for inmates include life skills, substance abuse, anger management, conflict resolution, job readiness (vocational), Citizenship Academy, Moral Reconation Therapy (MRT), Aggression Replacement Training (ART), Thinking For a Change (T4C). Program Participants will also have the opportunity to earn a certification. These certifications will assist program participants in obtaining jobs and/or furthering their education: ServSafe Program, STEM, On-Line Stem Activities, and Tablet Programming: EDOVO or Acellus. A complete list of the department’s programs is presented in Appendix .D

An Emphasis on Re-entry

At 22.4%, Virginia has the lowest recidivism rate among the forty-five states that report three-year re-incarceration rates for felons. In 2017, the Sheriff's Department served 113 adult inmates; 9 of those were under the age of 24, and 2 returned to jail. Virginia CARES (Community Action Re-Entry System) is a statewide network of Community Action Agencies (CAAs) formed to address the successful reentry and de-institutionalization of felons in the Commonwealth of Virginia. The network operates pre-release programs in 15 prisons and 11 regional and local jails, as well as post-release programs in the 43 localities that receive the largest numbers of parolees. Adopting the this statewide approach, the Newport News Sheriff’s Office initiated and now operates its own re-entry program, staffed largely by over 120 volunteers. The re-entry division is composed of 8 components: Education, Employment, Legislation, Mental Health, Community Resources, Restorative Justice, Transitional Housing, and Transportation. The mission of the re-entry effort is to coordinate resources through collaborative efforts of stakeholders to enhance and create opportunities for offenders and ex-
offenders, and advocate for systematic improvements and policy change. In order for reintegrati

citywide effort to reduce violence and formed the Newport

cross section of political, law enforcement, and private interests,

. The Employment Subcommittee’s goal is to increase legitimate employment opportunities for returning citizens acros

one of the primary goals is to transition them out of emergency housing into transitional or permanent housing. This includes Housing Choice

enforcement and the Virginia Department of

ments to leverage community resources to efficiently and effectively assist individuals and families with housing needs. One of the primary goals is to transition them out of emergency housing into transitional or permanent housing. This includes Housing Choice Vouchers (Section 9) and affordable rental housing units across the city. In addition, workshops for potential homeowners are available. In addition, members of this committee work with many others within the community, including Veteran and Family Support (VVFS), which provides peer and family support and care coordination services to Virginia veterans, members of the Virginia National Guard and Armed Forces Reserves (not in federal service), and their families with a special emphasis on those affected by stress related conditions or traumatic brain injuries resulting from military service.
Context and Current Trends

Findings from the Virginia Department of Juvenile Justice (2018) indicate 4 significant trends in youth and young adult offenses in Newport News. First, there has been a notable decrease in the number of state-level juvenile intake complaints from youth in the Newport News/Hampton (CSU 7/8) region since 2014. The majority (33%) of the decline in complaints has occurred in Newport News. Second, despite this decline, youth from Newport News have consistently made up a disproportionate number of direct care admissions, or youth felons committed to state custody (this number does not include youth sentenced as adults). In fact, the 23607 zip code (a “hotspot” of criminal activity in the city covering 2 of the 3 areas identified in this strategic plan) has produced approximately 20% of all those admitted. Third, over half the youth admitted to state custody had a prior criminal violation, indicating the need for increased service provision and intervention for offenders. Lastly, state data clearly correlates a number of social and emotional risk factors with the vast majority (90%) of youth offenders currently in custody.

Moderate annual declines in crime statistics match up with an overall violent crime decline of 3-5 percent nationally. Notably, 2016 reflected the largest number of homicides (31) to occur in the City during the past 5 years. Citywide, there was a slight decrease in homicides from 2014 to 2018, with the average ranging from 31 to 21. However, from January 2018 to September 2018, there was a marked reduction, from 11 murders in the second quarter of the year (April to June) to 4 in the third quarter (July to September). The City has identified the primary areas of the city in which the most violent activity occurs, yet recognizes the need to develop both targeted and replicable strategies to curb violence in all areas in order to perpetuate the continuation of this reduction trend. Nonetheless, the vast majority of homicides that occurred in 2017 remain unsolved. This has been addressed most recently by a host of strategies, including restructuring, improved community engagement, and citywide fugitive sweeps (the most recent resulted in 27 arrests covering more than 75 charges).

Despite the year-to-year fluctuations in crime, the City has already seen positive changes since the planning process began. During the months of November and December, all NN precincts evidenced a significant decrease in crime, ranging from 2%-12% for all offenses. In fact, violent crime in one precinct was reduced by 54.5% from October to December. Remarkably, while 16 homicides occurred during the first six months of 2018, that number was reduced to five during the last half of the year. This is due, in part, a large-scale restructuring effort by the NNPD that began in September 2018. Additionally, the department conducts an analysis of trends by precinct, targeting specific areas of each on which to focus. Strategies are selected, documented, and measured per “beat” and shift, with a designated officer responsible for each geographical region. Such strategies include, but are not limited to, foot patrols, directed patrols, collaboration between units (i.e. HIP, K-9, and OCD), beat ownership, and partnerships with retail business owners. In some target areas, violent crime has been reduced to zero offenses in a 30-day period, which may be attributed to the high police visibility, collaborative investigation, and the use of community walks to increase awareness and engagement.

While the NNPD is a capable, dedicated and well-managed force, the scope of the problem cannot be addressed by enforcement alone. In response, the Mayor, City Manager, Police Chief, Commonwealth’s Attorney, Sheriff, educators, residents, non-profit executives, faith leaders and business community, have committed to implement a strategic approach to reducing violence and gangs that employs collaborative action and best practices adopted from cities throughout the United States.

Youth and young adults living in the city are also benefiting from the plethora of services offered by the city and its partners and making tremendous strides. The Newport News Public Schools’ on-time graduation rate was 93.4% in 2017, a substantial increase from 72.9% in 2008. During the same period, the dropout rate has decreased from 12% to 2.3%. Notably, the school division’s dropout rate is lower than the state average of 5.8%. The overall student completion rate, which includes students who have

---

**CITYWIDE Offenses - JAN 1 - NOV 18 (Y-T-D)**

<table>
<thead>
<tr>
<th>Offense Category</th>
<th>2017</th>
<th>2018</th>
<th>Change</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>MURDER</td>
<td>21</td>
<td>23</td>
<td>2</td>
<td>9.5</td>
</tr>
<tr>
<td>RAPE</td>
<td>73</td>
<td>74</td>
<td>1</td>
<td>1.4</td>
</tr>
<tr>
<td>ROBBERY</td>
<td>219</td>
<td>178</td>
<td>-41</td>
<td>-18.7</td>
</tr>
<tr>
<td>AGG ASSAULT</td>
<td>487</td>
<td>552</td>
<td>65</td>
<td>13.3</td>
</tr>
<tr>
<td>VIOLENT CRIME TOTAL</td>
<td>800</td>
<td>827</td>
<td>27</td>
<td>3.4</td>
</tr>
<tr>
<td>BURGLARY</td>
<td>716</td>
<td>563</td>
<td>-153</td>
<td>-21.4</td>
</tr>
<tr>
<td>LARCENY</td>
<td>3786</td>
<td>3661</td>
<td>-125</td>
<td>-3.3</td>
</tr>
<tr>
<td>VEHICLE THEFT</td>
<td>450</td>
<td>447</td>
<td>-3</td>
<td>-0.7</td>
</tr>
<tr>
<td>PROP CRIME TOTAL</td>
<td>4952</td>
<td>4671</td>
<td>-281</td>
<td>-5.7</td>
</tr>
<tr>
<td>TOTAL</td>
<td>5,752</td>
<td>5,498</td>
<td>-254</td>
<td>-4.4</td>
</tr>
<tr>
<td>LAST WEEK</td>
<td>5623</td>
<td>5384</td>
<td>-239</td>
<td>-4.3</td>
</tr>
</tbody>
</table>
earned a diploma or a GED in four years, is 95%. The city has also seen a recent reduction in many crimes, such as burglary, robbery, and automobile theft. This may be attributed to the recent reconfiguration of public safety units, increased youth outreach, and the ongoing efforts of residents, agencies, and partners in increasing awareness and communication about criminal activity. Still, violent crime persists, most notably in Ridley Circle, Marshall Courts, and the Courthouse/Beechmont neighborhoods, three communities in which the crime rate has remained stagnant or increased even when crime is reduced in other areas of the city.
Despite the city’s remarkable progress in both preparing youth adulthood and curbing violent crime, the City of Newport News has experienced a great deal of violent activity in recent years. The statistical chance of becoming a victim of either violent or property crime in Newport News is currently 1 in 28. While this reflects a moderate improvement since 2011 (1 in 19), it reflects the pervasive challenges of reducing violence in the region. Based on FBI crime data, Newport News is still among the least safe communities in the Commonwealth. Relative to other areas of the region, Newport News has a crime rate that is higher than 94% of the Virginia’s cities and towns of all sizes. In national rankings based upon the FBI Uniform Crime Report of violent crime (i.e. murder and non-negligent manslaughter, forcible rape, robbery, and aggravated assault), both Best Places (2018) and Movoto (2018) have suggested that Newport News is among the most dangerous places to live in the Commonwealth of Virginia. When ranking crime on a scale of 1 (low crime score) to 100 (high crime score), Newport News received a violent crime score of 38.2. (the U.S. average is 31.1); the Newport News property crime score was 44.7 (the U.S. average is 38.1).

The 2016 Community Survey, commissioned by the City of Newport News and coordinated by the City Manager’s Office, suggests the need for targeted efforts toward improving safety and decreasing violence in all areas of the City. Survey participants were asked to suggest one area of focus for City leaders; the most frequent responses included “working to reduce crime” (13.5%), “working to make residents feel safer” (6.5%), “attracting more jobs/better jobs” (4.4%), “reducing the number of shootings/gun incidents” (2.5%), and “reducing gang activity” (2.1%). The same survey indicated a strong sense of community and overall satisfaction as indicated by the following resident indicators:

- Reporting a sense of well-being resulting from connections with other people or organizations in the community (80.1% reported being satisfied with their feeling of connection to the community)
- Rating neighborhood as a place to live favorably (82.6% reported being satisfied)
- Rating satisfaction with performance of City services favorably (89.4% reported being satisfied with the overall quality of City services)
- Rating interactions with City employees favorably (89.6% reported being satisfied with the customer service received from City employees)
- Feeling safe in their neighborhood at night (70.8% reported being satisfied with their feeling of safety when walking in their neighborhood from 6 to 10 p.m.)
- Feeling safe in business areas at night (63.3% reported being satisfied with their feeling of safety in commercial or business areas from 6 to 10 p.m.)

The following pages document the scope and sequence of the strategic planning process, illuminates the City’s strategic priorities and initiatives, outlines the core goals and objectives, and specifies a work plan for all City agencies and community partners. The plan concludes with recommendations for implementation and a review of the governance structure that will underlie the integrative work of violence reduction in the City of Newport News.
Vision

The City’s strategic planning efforts have included the adoption of national benchmark practices to inform future violence reduction work. The City of Newport News and the BBFI will focus on improving internal systems, external collaboration, and establishing a definitive presence in the communities served. The vision of the Building Better Futures Initiative is to inspire hope and improve the quality of life for youth and families in the City of Newport News.

The current plan utilizes these as a part of its framework; they include the implementation of a community-built strategic plan, grounding all initiatives in the four PIER strategies, and funding only measurable programs and activities. The city will transition from a program-oriented framework to the systemic prioritization of violence reduction to create a context in which sustainable collaboration may occur across divisions. This will include a focus on elevating the voice of youth and young adults, preventing and de-escalating violence, resetting communities after violent incidents, improving community engagement, and providing opportunities to ensure healthy outcomes.

The Center for Disease Control and Prevention (CDC, 2018) suggests that these outcomes cannot be fully understood without examining risk factors and protective factors that may increase (risk) or moderate (protective) a young person’s likelihood to participate in violence:

<table>
<thead>
<tr>
<th>Individual</th>
<th>Risk Factors</th>
<th>Protective Factors</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• History of violent victimization</td>
<td>• Intolerant attitude toward deviance</td>
</tr>
<tr>
<td></td>
<td>• Attention deficits, hyperactivity, or learning disorders</td>
<td>• High IQ</td>
</tr>
<tr>
<td></td>
<td>• History of early aggressive behavior</td>
<td>• High grade point average (as an indicator of high academic achievement)</td>
</tr>
<tr>
<td></td>
<td>• Involvement with drugs, alcohol, or tobacco</td>
<td>• High educational aspirations</td>
</tr>
<tr>
<td></td>
<td>• Low IQ</td>
<td>• Positive social orientation</td>
</tr>
<tr>
<td></td>
<td>• Poor behavioral control</td>
<td>• Popularity acknowledged by peers</td>
</tr>
<tr>
<td></td>
<td>• Deficits in social cognitive or information-processing abilities</td>
<td>• Highly developed social skills/competencies</td>
</tr>
<tr>
<td></td>
<td>• High emotional distress</td>
<td>• Highly developed skills for realistic planning</td>
</tr>
<tr>
<td></td>
<td>• History of treatment for emotional problems</td>
<td>• Religious beliefs</td>
</tr>
<tr>
<td></td>
<td>• Antisocial beliefs and attitudes</td>
<td></td>
</tr>
<tr>
<td>Family</td>
<td>Peer and Social</td>
<td></td>
</tr>
<tr>
<td>--------------------------------------------</td>
<td>-----------------------------------</td>
<td></td>
</tr>
<tr>
<td>• Authoritarian childrearing attitudes</td>
<td>• Association with delinquent peers</td>
<td></td>
</tr>
<tr>
<td>• Harsh, lax, or inconsistent disciplinary practices</td>
<td>• Involvement in gangs</td>
<td></td>
</tr>
<tr>
<td>• Low parental involvement</td>
<td>• Social rejection by peers</td>
<td></td>
</tr>
<tr>
<td>• Low emotional attachment to parents or caregivers</td>
<td>• Lack of involvement in conventional activities</td>
<td></td>
</tr>
<tr>
<td>• Low parental education and income</td>
<td>• Poor academic performance</td>
<td></td>
</tr>
<tr>
<td>• Parental substance abuse or criminality</td>
<td>• Low commitment to school and school failure</td>
<td></td>
</tr>
<tr>
<td>• Poor family functioning</td>
<td>• Possession of affective relationships with those at school that are strong, close, and pro-socially oriented</td>
<td></td>
</tr>
<tr>
<td>• Poor monitoring and supervision of children</td>
<td>• Commitment to school (an investment in school and in doing well at school)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Close relationships with non-deviant peers</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Membership in peer groups that do not condone antisocial behavior</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Involvement in pro-social activities</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Exposure to school climates with the following characteristics:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>o Intensive supervision</td>
<td></td>
</tr>
<tr>
<td></td>
<td>o Clear behavior rules</td>
<td></td>
</tr>
<tr>
<td></td>
<td>o Consistent negative reinforcement of aggression</td>
<td></td>
</tr>
<tr>
<td></td>
<td>o Engagement of parents and teachers</td>
<td></td>
</tr>
<tr>
<td>Community Risk Factors</td>
<td></td>
<td></td>
</tr>
<tr>
<td>--------------------------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Diminished economic opportunities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• High concentrations of poor residents</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• High level of transiency</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• High level of family disruption</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Low levels of community participation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Socially disorganized neighborhoods</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
The strategic plan puts forth an overarching vision for the City: to be widely recognized as one of the safest and most livable cities in the state, and a model for trauma-informed, equitable services that lead to violence reduction. This aspiration reflects both City's stature as a top-tier set of agencies and their unique capacity to bridge diverse needs through effective policy and practice. Developing a synergistic vision for the City is a core component of this plan.

The Strategic Planning Approach

The BBFI steering team has concluded that the strongest approach to violence reduction is one that capitalizes upon the synergies among all divisions, departments, communities, and partners. Thus, the City has adopted a citywide strategic plan to address violence and crime using the U.S. Justice Department and the Office on Juvenile Justice and Delinquency Prevention’s (OJJDP) juvenile gang suppression and intervention research as a foundation. The plan emphasizes the identification of the problem(s), community mobilization, collaboration of efforts across all divisions, departments, and services, and assessment of the outcomes, using performance measures. This is consistent with the OJJDP recommendations for youth and gang violence intervention (Spergel, 1987). Spergel’s strategies (Figure 1.1) have been combined with city-specific tactics and adopted as foundational pillars for this work.

Figure 1.1 Spergel’s 5 Strategies for Juvenile Gang Suppression and Intervention (1987)

1. **Community Mobilization**: Involvement of local citizens, including former gang-involved youth, community groups, agencies, and coordination of program and staff functions within and across agencies.

2. **Opportunities Provision**: Development of a variety of specific education, training, and employment programs targeting gang-involved youth.

3. **Social Intervention**: Involving youth-serving agencies, schools, grassroots groups, faith-based organizations, police, and other juvenile/ criminal justice organizations in “reaching out” to gang-involved youth and their families, and linking them with the conventional world and needed services.

4. **Suppression**: Formal and informal social control procedures, including close supervision and monitoring of gang-involved youth by agencies of the juvenile/ criminal justice system and also by community-based agencies, schools, and grassroots groups.

5. **Organizational Change and Development**: Development and implementation of policies and procedures that result in the most effective use of available and potential resources, within and across agencies, to better address the gang problem.
These overarching strategies manifest in four key categories of effort (Kipper, 2007), which have been used to frame this plan: Prevention, Intervention, Enforcement, and Re-entry (PIER). This combined model calls for the examination of key risk factors, services, and strategies in each of the four areas.

- **Prevention** – This category includes strategies for preventing youth (birth through young adulthood) from becoming involved in violent behavior and gangs. Such strategies should utilize existing programming at non-profit organizations; sports leagues; the local public and private schools; and the faith-based community.

- **Intervention** – This category includes strategies for intervening in the lives of young people who are at high risk of becoming involved in crime or are already involved with the criminal justice system. Outreach through community and faith-based organizations and families supplements partnerships among public agencies that make integrated or wrap-around services available to the youth. Intervention efforts include job training and placement, recreation at safe locations, and mobilization of neighborhood residents and police in identifying community resources that serve youth. Violence interruption and suppression efforts are also included in this category.

- **Enforcement** – This category includes partners and public safety departments to recommend proven strategies for reducing crime and gangs throughout the community. Police, probation personnel, prosecutors, schools, and court services share information with the community about gang activity, diffuse crises that arise from gang conflict, and refer at-risk youth to community-based services. This also requires innovative roles for law enforcement officers in the prevention and intervention realms are encouraged.

- **Reentry** – This category includes proven re-entry strategies for assisting young adults in making an effective transition upon return to the community after incarceration. The strategies include integrative probation and parole services that focus on job training, education, placement, and employment; housing assistance; and other community-based services. They also create methods to encourage non-violent gang members to re-enter their communities upon release.

The strategic planning steering committee convened over a period of six months to participate in structured, guided exercises to construct a collaborative plan for improvement. These meetings, facilitated by Carrington Consulting, LLC, included cursory reviews of agency organization and culture, a preliminary environmental scan, collection of primary qualitative data, and a series of collaborative strategy sessions with a core group of City representatives and other stakeholders. A list of participants (Appendix B) and a summary meeting schedule (Appendix C) is included in this report.
The City of Newport News BBFI focused on the following questions:

- What is happening in the communities the BBFI serves? What are the trends, needs and opportunities for change within the community? Are our residents satisfied with our services?
- How effective have the City and its partners been in reducing violence? What are BBFI/City resources, assets and opportunities?
- What are the City's strengths and weaknesses, relative to violence reduction? Are internal processes efficient and meeting needs of our citizens?
- What is happening at the national and state levels that may impact the City of Newport News or the communities it serves?
- What type of growth is important for the City? What is the current capacity of the BBFI and the City to do the work needed now and in the future?

A summary of the City of Newport News BBFI strategic planning process is provided below.

**Strategic Planning Timeline**

The four stages of the process were conducted across a 4-month period, as illustrated below. The broad outlines of the strategic planning process were approved by the stakeholder group lead prior to the first strategic planning activity. Contracted assistance was provided to assist with all phases of work.

**Phase I: Research and Assessment**

- Preliminary meeting with leadership team and data collection
- SWOT-Z analysis and analysis of demographic trends changes in the agency.
- Community, economic, and other impacts of agency programs.
- Initial discussion of persistent challenges and emerging opportunities for critical investment.
Phse II: Additional Assessment and Input

- Survey data collected from leaders and staff across divisions of the stakeholder group to engage a broad cross section of the work group in a discussion of persistent challenges and emerging opportunities for development in their areas of focus.
- Focused interviews (anonymous aggregate reporting) with agency leaders, partners, and stakeholders to gain depth and breadth of knowledge and foster substantive conversation on individual topics, particularly those identified as “emerging opportunities” for the stakeholder group.

Phase III: Synthesis

- Work session in with Carrington Consulting staff and stakeholder group to synthesize major themes and critical issues identified in Phase II input sessions.

Phase IV: Consensus-building and Strategic Plan Completion

- Work session with stakeholders, leadership, and staff to finalize the stakeholder group’s vision and mission, and reach consensus on goals, objectives, and performance targets for the strategic plan.
- Writing and graphic design of the strategic plan document.
- Presentation of strategic plan document for adoption.
- Submission of strategic plan.

In preparation for development of the strategic plan, staff from across the agency participated in both a comprehensive questionnaire about the infrastructure of the agency and an assessment of strengths, weaknesses, opportunities and threats (SWOT-Z analysis). The themes that emerged through this process are reflected in the strategic directions and objectives listed throughout this plan. The planning process was undergirded by a focus on creating a system (rather than a set of programs) to reduce violence in the long- and short – term. This work was defined at the organizational, operational, and individual levels. A partial environmental scan was completed by, which included the following components:

Environmental Elements

- **The physical environment** – the tools, equipment, raw materials to be used, services to be provided
- **The social environment** – behaviors and conduct (cultural, collaborative, leadership, community practices)
- **The organizational environment** – structure, reporting processes, policies, regulations, decision-making

Receiver Systems

- **Investors** – those who supply capital/funding
- **Customers** – those served by the City of Newport News
- **Employees** – those who supply labor in each division

“The most powerful [outcome] is that this process has brought people to the table who all are committed to stopping the violence. Otherwise, we would keep working in isolation” City Stakeholder
Qualitative data collected included two citywide, public community meetings, stakeholder planning meetings, agency-specific field interviews, and focus groups. This primary data was collected from city staff, elected officials, non-profit leaders, business partners, faith leaders, inmates, residents, and others. Quantitative secondary data included local homicide data, non-violent and violent crime statistics, agency profile information, school retention and graduation data, offender recidivism information, program completion rates, and precinct-specific crime rates.

### Strategic Plan Components

The main elements of this document include core strategic priorities, goals with associated objectives, which define areas of focus for the plan and steps for achievement, and action items, which describe how the priorities will be implemented.

### Strategic Priorities and Initiatives

The broad focus proposed for the next three years is to enhance and sustain excellence in the workforce, programming, operations, and partnerships that undergird the City's mission to improve public safety and reduce violence. Such a focus is judicious because of the need to anticipate and be proactive about forthcoming changes in state and local legislation, funding, and practice. Developing a system-wide approach to reducing violence and improving the quality and tracking of programs and services are critical to ensure the sustainable reduction of violence. The priorities in this section of the plan support the national focus areas established by OJJDP and state directives for juvenile justice.

In the context of this overarching direction, the plan establishes five strategic priorities for the next three years.

1. **Use data consistently to inform responsive internal systems and external activities.** Ensure the timely and consistent use and sharing of relevant data and data systems to improve efficiency, effectiveness, and responsiveness in all service areas.

2. **Target effort toward family and youth programming to ensure healthy and safe communities.** Redefine the outreach mission as public engagement and impact, and develop approaches to improve communication, participation and use of services.

3. **Maintain a competent and valued workforce through targeted workforce review, ongoing training, and program assessment.** Improve assessments of staff and emphasize the importance of service excellence through the allocation of training and support to departments and programs. Identify effective models for promoting and supporting established benchmarks to assess and improve program and staff outcomes.

4. **Emphasize policies and practices that reflect innovative trauma-informed violence reduction across all PIER strategies.** Become a trauma-informed city and implement appropriate practices and integrated services throughout all City divisions.

5. **Leverage internal/external communication and branding to increase awareness and expand collaboration.** Develop both internal and external communication strategies that include the use of a standardized brand to illustrate the distinctive character and services of BBFI and the City of Newport News.
Explanation of Strategic Goals and Objectives

The aforementioned strategic priorities must be undergirded by a robust set of goals. Goals and objectives of the City of Newport News BBFI strategic plan were developed through a comprehensive process of SMART goal-setting activities. The strategic planning stakeholder team reached consensus on all components; the objectives noted here will become a formal part of the districts’ work plan for the period covered by this strategic plan (2019-2021).

2019-2021 Strategic Plan Goals

Goal 1: To increase the communication and coordination of services among agencies to serve gang involved youth more effectively.

Goal 2: To reduce the number of violent incidents and improve community safety in targeted neighborhood.

Goal 3: To reduce the number of barriers of youth and young adults returning to the community.

Goal 4: To equip school based staff with tools to meet the needs of gang-involved and violence-involved youth.

Goal 5: To increase community awareness and participation in gang- and youth violence prevention strategies and awareness.

Goal 6: To engage members of the faith community as a partner in the Initiative.
**Youth and Gang Violence Reduction Implementation Plan**

*The City of Newport News Building Better Futures Initiative’s (BBFI) mission is to support a collaborative of community stakeholders to reduce youth and young adult violence.*

**Goal 1:** To Increase the communication and coordination of services among agencies to serve gang-involved and violence-involved youth and young adults more effectively by 2021.

**Objective:** Create data collection and service delivery systems by implementing quality control measures for law enforcement, schools, community agencies, and government agencies.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Model Strategies</th>
<th>Assigned Partners</th>
<th>Accountability Lead</th>
<th>Performance Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Ensure that agencies involved use common statute-based definitions for gang, gang member, and gang-involved incident in data collection and reporting.</td>
<td>Organizational Change &amp; Development Prevention</td>
<td>City Manager All BBFI agencies Court Services Police Department Sheriff's Office Juvenile Services Judges</td>
<td>Steve Drew, Chief of Police</td>
<td>Memo from City Manager requiring compliance by March 2019 Completion of training and/or retraining for staff by March 2019</td>
</tr>
<tr>
<td>2. Conduct bi-weekly case management meetings for targeted population, to include self-reported gang members, those involved in gang activity, and those at risk for criminal activity (contingent upon SHOCAP data-sharing protocol).</td>
<td>Intervention Prevention</td>
<td>All BBFI agencies</td>
<td>BBFI Director/Lead</td>
<td>Establish baseline in 2019 for the number of documented case management meetings for targeted population by 2020.</td>
</tr>
<tr>
<td>3. Provide specialized training for Street Outreach Team in conflict resolution, crisis response, and youth development.</td>
<td>Organizational Change &amp; Development; Social Intervention, Community Mobilization Prevention</td>
<td>Police Department Street Outreach Team Sheriff’s Office OJJDP Third Parties</td>
<td>BBFI Director/Lead</td>
<td>100% Street Outreach staff completed training in conflict resolution, youth development, grief counseling, crisis response by March 2019; ongoing trainings.</td>
</tr>
<tr>
<td>Activity</td>
<td>Model Strategies</td>
<td>Assigned Partners</td>
<td>Accountability Lead</td>
<td>Performance Measures</td>
</tr>
<tr>
<td>----------</td>
<td>------------------</td>
<td>-------------------</td>
<td>---------------------</td>
<td>----------------------</td>
</tr>
<tr>
<td>4. Finalize decision to use a common youth and gang violence prevention model (under state legislation) throughout the City.</td>
<td>Organizational Change &amp; Development, Social Intervention, Community Mobilization Prevention</td>
<td>City Manager, Police Department</td>
<td>Alan Archer, Assistant City Manager</td>
<td>Memo from City Manager indicating the city’s decision by February 2019</td>
</tr>
<tr>
<td>5. Institute a standardized, shared meeting among agencies providing intervention to targeted youth and information will be used to identify common referral sources and frequently used social services.</td>
<td>Social Intervention Prevention</td>
<td>Intervention Team, All Service Providers</td>
<td>BBFI Director/Lead</td>
<td>Implementation of a monthly meeting to coordinate services by December 2019</td>
</tr>
<tr>
<td>6. Create catalog of resources/services categorized by service type and geographic area toward City-wide wrap-around services</td>
<td>Organizational Change &amp; Development, Social Intervention Prevention</td>
<td>Service Providers, All City Agencies</td>
<td>Ven Thomas, DHS Director</td>
<td>Completion of catalog of resources/services and submission to website, app, or print by May 2019</td>
</tr>
<tr>
<td>7. Establish information-sharing protocols among agencies to increase effectiveness in engaging targeted population.</td>
<td>Organizational Change &amp; Development Prevention</td>
<td>Intervention Team, SHOCAP Team, Police Department, Sheriff’s Office</td>
<td>BBFI Director/Lead</td>
<td>Completion of SHOCAP MOU by March 2019, 80% relevant staff trained by May 2019</td>
</tr>
</tbody>
</table>
Goal 2: To reduce the number of gang-related incidents and improve community safety in Ridley Circle, Marshall Courts, and the Courthouse/Beechmont neighborhoods by 2021.

Objective: To reduce gang crime incidents and improve community safety in 3 targeted neighborhoods through prevention, intervention, and suppression efforts.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Model Strategies</th>
<th>Assigned Partners</th>
<th>Accountability Lead</th>
<th>Performance Measure(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Establish uniform data collection practices amongst all law enforcement agencies and members.</td>
<td>Organizational Development</td>
<td>City Manager, Police Department, Sheriff’s Office</td>
<td>Steve Drew, Chief of Police</td>
<td>Data collection criteria completed by April 2019</td>
</tr>
<tr>
<td>2. Identify the number of active gangs, those most active, and the location of the gangs/activity.</td>
<td>Enforcement Prevention</td>
<td>Police Department, Juvenile Services, Sheriff’s Office</td>
<td>Steve Drew, Chief of Police</td>
<td>Completed list of active gangs, affiliations, and residential bases, identified by statute, ongoing</td>
</tr>
<tr>
<td>3. SROs and Juvenile Detention will report gang-related school incidents and incidents internal to Juvenile Detention to the Crime Analyst assigned to the Organized Crime Division of the NN Police Department.</td>
<td>Organizational Development, Prevention, Suppression, Intervention, Enforcement</td>
<td>Police Department, Sheriff’s Office, NN Public Schools Intervention Team, Juvenile Services</td>
<td>Eric Randall, Assistant Chief of Police</td>
<td>Reporting criteria established and implemented by January 2019</td>
</tr>
<tr>
<td>4. Target top ten violent offenders and specific addresses.</td>
<td>Suppression Enforcement</td>
<td>Police Department, Sheriff’s Office</td>
<td>Steve Drew, Chief of Police</td>
<td>Completed list of active gangs, affiliations, and residential bases, identified by statute, ongoing</td>
</tr>
</tbody>
</table>

10% reduction in violent crime in 3 target neighborhoods by December 2019

10% reduction in shootings involving juveniles by December 2019
<table>
<thead>
<tr>
<th>Activity</th>
<th>Model Strategies</th>
<th>Assigned Partners</th>
<th>Accountability Lead</th>
<th>Performance Measure(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>5. Conduct three (3) community walks in the target neighborhoods.</td>
<td>Prevention</td>
<td>Community Re-entry NN Public Schools All City Agencies All Partners Street Outreach Team</td>
<td>Steve Drew, Chief of Police</td>
<td>Documentation of 3 completed community walks Number of participants Percent increase in participants by December 2019</td>
</tr>
<tr>
<td>6. Conduct three (3) community conversations in the target neighborhoods.</td>
<td>Prevention</td>
<td>Community Re-entry NN Public Schools Street Outreach Team</td>
<td>Steve Drew, Chief of Police</td>
<td>Documentation of 3 completed community conversations Number of participants Percent increase in participants by December 2019</td>
</tr>
</tbody>
</table>
**Goal 3:** To reduce the number of barriers experienced by youth and young adults returning to the community after incarceration by 2021.

**Objective:** To reduce barriers of post-Disposition youth and young adults through direct services and policy reform

<table>
<thead>
<tr>
<th>Activity</th>
<th>Model Strategies</th>
<th>Assigned Partners</th>
<th>Accountability Lead</th>
<th>Performance Measure(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Create individualized service plan for each youth/young adult prior to release, with separate emphasis on pre-Disposition and post-Disposition youth.</td>
<td>Organizational Change &amp; Development Intervention Re-entry</td>
<td>Juvenile Services Court Services Street Outreach Team Sheriff’s Office Human Services Re-entry Council NN Public Schools</td>
<td>Dawn Barber, DJS Director</td>
<td>Documented Street Outreach Team participation in treatment meetings with Post-Disposition offenders – must be approved by court&lt;br&gt;Compiled list of post-release service providers by May 2018 and ongoing&lt;br&gt;100% of released offenders receive re-entry support, ongoing&lt;br&gt;Documented completion of ISP for released juvenile offenders, ongoing</td>
</tr>
<tr>
<td>Activity</td>
<td>Model Strategies</td>
<td>Assigned Partners</td>
<td>Accountability Lead</td>
<td>Performance Measure(s)</td>
</tr>
<tr>
<td>----------</td>
<td>------------------</td>
<td>-------------------</td>
<td>---------------------</td>
<td>------------------------</td>
</tr>
<tr>
<td>2. Complete program evaluation for STEP, TOP, and Crossroads programs.</td>
<td>Organizational Change &amp; Development Intervention Re-entry</td>
<td>City Manager’s Office Sheriff’s Office Street Outreach Team External Evaluator</td>
<td>Ven Thomas, DHS Director</td>
<td>Completed program evaluations by December 2019 Number of youth achieved program completion Number of participants engaged in full-time or permanent employment annually 75% of STEP goals reached or exceeded by December 2019 75% of Crossroads goals reached or exceeded by December 2019</td>
</tr>
<tr>
<td>3. Expand permanent employment for residents ages 18-24 beyond summer.</td>
<td>Intervention Re-entry</td>
<td>Police Department Sheriff’s Office Business Partners Human Services Peninsula Council on Workforce Development New Horizons NN Public Schools Chamber of Commerce</td>
<td>BBFI Director/Lead and BBFI Case Manager</td>
<td>Create matrix to measure increase in the labor market participation for targeted population Percentage increase in youth identified in communities of focus who are continuously employed for 9-12 months Percentage increase in youth identified in Goal #2 communities who are workforce ready, based on assessment</td>
</tr>
<tr>
<td>Activity</td>
<td>Model Strategies</td>
<td>Assigned Partners</td>
<td>Accountability Lead</td>
<td>Performance Measure(s)</td>
</tr>
<tr>
<td>----------</td>
<td>------------------</td>
<td>-------------------</td>
<td>---------------------</td>
<td>------------------------</td>
</tr>
<tr>
<td>4. Increase education, volunteerism, employment, and career development opportunities for returning youth and young adults.</td>
<td>Opportunities Provision, Organizational Change &amp; Development Re-entry</td>
<td>Sheriff’s Office Business Partners Human Services Peninsula Council on Workforce Development New Horizons NN Public Schools Chamber of Commerce Non-profit Partners</td>
<td>BBFI Director/Lead And BBFI Case Manager</td>
<td>Database of STEP participants who successfully complete the program, number and type of employers, ongoing 10% increase in released juvenile offenders who enter employment, education program, or job training by December 2019 10% increase in the number of released offenders who successfully pass the GED within 3 months of release by December 2019 10% increase in the number of internships and volunteer opportunities completed by target population by December 2019 10% increase in the number of youth and young adults who are workforce ready, as measured by the (TABE) Test or VDOE WR Skills Assessment</td>
</tr>
<tr>
<td>5. Establish information-sharing protocol with BBFI Steering Committee and Reentry Council to address reentry needs of target population to reduce recidivism.</td>
<td>Organizational Change &amp; Development, Community Mobilization</td>
<td>Police Department Sheriff’s Office Re-entry Council Juvenile Services Court Services</td>
<td>Gabe Morgan, Sherriff</td>
<td>Improve recidivism data availability and access by May 2019 15% Increase in the weekly use of shared databases among city agencies</td>
</tr>
<tr>
<td>Activity</td>
<td>Model Strategies</td>
<td>Assigned Partners</td>
<td>Accountability Lead</td>
<td>Performance Measure(s)</td>
</tr>
<tr>
<td>----------</td>
<td>------------------</td>
<td>-------------------</td>
<td>---------------------</td>
<td>------------------------</td>
</tr>
<tr>
<td>6. Identify appropriate service providers who will assist in addressing basic needs such as housing, food, and clothing to help youth/young adults establish themselves in the community.</td>
<td>Community Mobilization, Social Intervention, Opportunities Provision Re-entry</td>
<td>NN Redevelopment and Housing Authority Intervention Team Court Services Judges NN Public Schools Re-Entry Council Sheriff’s Office</td>
<td>Ven Thomas, DHS Director</td>
<td>Compiled list of post-release service providers by May 2018, ongoing Receipt of service provider list by JDR judges, ongoing</td>
</tr>
</tbody>
</table>
**Goal 4:** To equip school-based staff with tools to meet the needs of gang-involved and violence-involved youth by 2021.

**Objective:** To improve the capacity of school personnel to identify and respond to gang involved students through training and coordination of resources.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Model Strategies</th>
<th>Assigned Partners</th>
<th>Accountability Lead</th>
<th>Performance Measure(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Provide a list of documented gang members to NN Public Schools personnel.</td>
<td>Organizational Change &amp; Development Prevention Social Intervention</td>
<td>Communications Dept. Street Outreach Team NN Public Schools Police Department Sheriff’s Office</td>
<td>Steve Drew, Chief of Police</td>
<td>Reduce the number of students who are classified as gang-affiliated by 15% in targeted schools by June 2020.</td>
</tr>
<tr>
<td>2. Train school personnel in targeted neighborhoods on gang awareness and effective gang intervention/prevention strategies.</td>
<td>Organizational Change &amp; Development, Social Intervention, Community Mobilization</td>
<td>NN Public Schools Sheriff’s Office Police Department</td>
<td>Steve Drew, Chief of Police</td>
<td>Participation in NNPS Security trainings and other sessions as invited, quarterly</td>
</tr>
<tr>
<td>4. Require SOW participation in select SRO trainings.</td>
<td>Organizational Change &amp; Development</td>
<td>Street Outreach Team Police Department Sheriff’s Office</td>
<td>BBFI Director/Lead</td>
<td>100% of SOW participated in SRO trainings by December 2019</td>
</tr>
</tbody>
</table>
**Goal 5:** To increase community awareness of, and participation in, gang- and youth violence prevention strategies and awareness by 2021.

**Objective:** To engage the community in the initiative in order to create sense of ownership and partnership.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Model Strategies</th>
<th>Assigned Partners</th>
<th>Accountability Lead</th>
<th>Performance Measure(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Complete a gap assessment for City communication regarding violence and violence reduction.</td>
<td>Organizational Change &amp; Development Prevention Social Intervention</td>
<td>City Manager's (Office Communications Dept. or Third Party)</td>
<td>Cleder Jones, Director of Communications</td>
<td>Completed assessment by February 2019</td>
</tr>
<tr>
<td>2. Design an information campaign to educate the community about gangs and resources using text blasts and social media.</td>
<td>Prevention Social Intervention</td>
<td>Communications Dept. Street Outreach Team BBFI Steering Committee Faith Partners Police Department Sheriff's Office</td>
<td>Cleder Jones, Director of Communications</td>
<td>Completed publication artifacts, websites, etc. by March 2019 % increase in # of residents reached through media campaigns via Facebook Live and NN public television annually, after baseline is established</td>
</tr>
<tr>
<td>3. Implement regular community meetings to increase community assistance in reducing gangs and crime activity.</td>
<td>Prevention Intervention Social Intervention</td>
<td>Faith Organizations Human Services Police Department All Partners BBFI Steering Committee</td>
<td>Steve Drew, Chief of Police</td>
<td>Minimum of 3 community meetings completed annually # in attendance at community meetings, annually % increase in attendance after baseline is established</td>
</tr>
<tr>
<td>4. Create multiple information-sharing avenues to increase communication to and from the community.</td>
<td>Social Intervention, Community Mobilization Prevention Intervention</td>
<td>Program Manager Human Services Public Information Office Dept. of Communications</td>
<td>Cleder Jones, Director of Communications</td>
<td>Minimum of 3 community meetings completed annually Completed publication artifacts, websites, etc. by March 2019</td>
</tr>
</tbody>
</table>
**Goal 6:** To engage members of the faith community as partners in violence reduction efforts by 2021.

**Objective:** To increase the continuous participation of the faith community by increasing communication and opportunities for partnership.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Model Strategies</th>
<th>Assigned Partners</th>
<th>Accountability Lead</th>
<th>Performance Measure(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Create a resource directory of faith organizations to include geographic location and services.</td>
<td>Organizational Change &amp; Development Social Intervention</td>
<td>Faith Partners Grassroots and Non-profit Partners</td>
<td>Ven Thomas, DHS Director</td>
<td>Completion of updated map for targeted areas by January 2019</td>
</tr>
<tr>
<td>2. Define clear roles for the faith community and create space for intentional relationships with the faith community.</td>
<td>Social Intervention, Organizational Change &amp; Development Prevention Intervention</td>
<td>BBFI Steering Committee Faith Partners NN Public Schools Sheriff's Office Police Department</td>
<td>Gabe Morgan, Sheriff</td>
<td>Completed agreement on shared expectations and/or partner roles by March 2019</td>
</tr>
<tr>
<td>3. Identify successful partnerships and use as models to build additional collaboration.</td>
<td>Social Intervention, Organizational Change &amp; Development</td>
<td>Faith Partners BBFI Steering Committee Re-entry Council Police Department</td>
<td>Pastor Joe Baker Pastor Dwight Riddick</td>
<td>Number of identified best practices in faith/city partnerships by January 2019</td>
</tr>
<tr>
<td>4. Identify members of the faith community who will prioritize services and programs for targeted service area.</td>
<td>Opportunities Provision, Social Intervention Prevention</td>
<td>Intervention Team Faith Partners Sheriff's Office</td>
<td>Pastor Kevin Swann Pastor Willard Maxwell</td>
<td>Completed list of community faith partners; completed meetings/initiatives by May 2019</td>
</tr>
</tbody>
</table>
Implementation Plan

The implementation of this strategic plan will include system-wide capacity building, communication with internal and external stakeholders, the use of an innovative governance framework, and practical improvements over a period of three years. The Street Outreach Team will be restructured to fit the city's violence prevention goals, law enforcement agencies will undergo internal reorganization in response to current crime trends, and city-wide agencies and partners will engage in more effective collaborative practices.

As a part of ongoing improvement efforts, the NNPD has recently shifted from case-based assignment to precinct-based assignment and data collection, allowing real-time connection to crime information and officers are responsible for a specific area of the city and youth contact hours in that area. The existing crime committees operating under citywide jurisdiction will also be restructured. Two such committees have already been converted to a single citizen-led, police-supported work group comprised of ten citizens from each police precinct who will work on specific community challenges. The other four crime committees will be disbanded.

The department will continue to engage law enforcement staff and partners in regular collaborative goal setting, specific to each neighborhood in the city. This geography-based focus constitutes a new framework for the City. During the NNPD's bi-weekly COMSTAT meeting, each precinct, attached to a captain, reports crime trends, previous and existing 30-day goals, strategies used in each designated focus area, significant arrests, and community engagement efforts for the upcoming 14-day period. During the meetings, both quantitative and qualitative data are reported and crosschecked by the Chief of Police and relevant staff. Precinct captains are expected to set aggressive goals and map neighborhood-specific strategies each month. Each precinct reports trends using annual, quarterly, and monthly comparisons of crimes in each category. Additionally, the department’s Internal Affairs division participates to measure the balance in policing and engagement. This ensures that areas are not “over-policed” and is further evidence of the new, balanced approach being used.

Further collaboration exists between the NNPD and neighborhood schools. When a violent event occurs in the community, the information is communicated to the schools in the neighborhood that are most heavily impacted. NNPD has assigned a sergeant to each middle school and high school; the school superintendent is contacted by NNPD, as well. The new Community Engagement Division of the NNPD has designated a diverse group of twenty officers specifically to improve relationships with the City’s youth, businesses, and faith-based organizations. Additionally, this division will be relocated to a local school building to provide law enforcement visibility, increased engagement and trust building with youth and PD involvement in extracurricular student activities. This type of open communication...
between schools and law enforcement enhances de-escalation and increases the development of protective factors for young people in the community.

Additionally, the following reflects a portion of the internal changes being made in the NNPD during the planning process:

- Revitalization of the Young Adult Police Commissioners (YAPC), which meets twice monthly to bridge the gap between police and youth
- Police Athletic League to be re-established
- Regular Faith Leaders Meeting
- Command Staff Walks
- Community RESET Walks after a traumatic event, walking with faith leaders and social workers
- The establishment of an Aggravated Assault division to deal directly with shootings
- Use of a departmental newsletter to highlight departmental accomplishments and officers
- Homicide division increased from 7 to 10, with 2 detectives to return a direct focus to cold cases
- COMSTAT Meetings – data driven to focus on crime in neighborhoods with goals and measures
- Restructure of the C.R.I.M.E Initiative - citizens coming to gather to work with police about crime and community issues
- Use of Force Review Board – officer, sergeant, lieutenant, captain, and two citizens to review use of force issues
- Sessions on Live Stream Facebook
- Monthly open Forums – residents can speak directly to officers in an open forum
- Citizens involved in the promotional process – civilians sit in on interviews and promotional panels
- Recruits engaged in community as a part of the academy

Governance Structure

In October 2018, the BBFI Steering Team signed a Memorandum of Understanding to affirm the inter-agency commitment to ensuring fidelity to the strategic plan. This MOU includes denotation of governance structure, the delegation of roles and responsibilities, and the organization of subcommittees. As a community based effort, the BBFI will be implemented and managed through a series of interagency committees to provide executive level commitment, division level management that adopts multidisciplinary practices, and case planning that includes resources and information from all BBFI partners. As the final iteration of the Youth and Gang Violence Prevention Initiative (YGVP), the BBFI will replace
YGVP; YGVP and all related programs will now lie under the purview of BBFI.

The 2019-2021 strategic plan includes improvements to the existing violence reduction governance structure. A three-tiered implementation structure will be adopted; the Office of the City Manager (oversight division), the BBFI Director of Implementation and Evaluation/Implementation Lead and BBFI Advisory Team. The diagram that follows depicts the working relationship among these levels of accountability:

The City of Newport News will provide funding for implementation and project management staff and staff who will be responsible for working with juveniles and adults meeting criteria set for participation in the BBFI.

**Tier 1:** The BBFI **Director of Implementation and Evaluation/Implementation Lead** will be recruited to oversee and guide the implementation and evaluation processes, designate members of the Advisory Team, and manage staffing for the BBFI efforts, when needed. Staffing should include, at minimum, a **Youth Case Manager** who will be responsible for tracking adjudicated and high-risk non-adjudicated youth served across city divisions and diverting them to appropriate resources, and at least one part-time administrative staff member. The Implementation Lead will inspire a sense of urgency around the strategic plan and build momentum in attaining goals. The individual recruited to this role will be responsible for assisting in the development of work plans associated with the goals and objectives, as well as sustaining acceleration of such tasks.

**Tier 2:** The BBFI **Collaborative Work Group** will be comprised of directors from each BBFI agency that is empowered to make decisions for their organization to allocate resources to fulfill roles and responsibilities that support the goals of the initiative. The committee will develop and monitor the operation of a protocol for handling cases that defines roles and responsibilities of interagency partners in
reaching the goals for the initiative. That work would include developing measurable criteria for grouping people into different levels of risk, gang involvement and criminality subject to review and approval by the Steering Committee. Training should be developed for interagency partners that support multidisciplinary information sharing and case management.

a. The Chief of Police will assign an analyst to the group

b. The cross-sector collaborative work group will meet twice monthly under the guidance of 2 co-chairs to review data, information, and crime

c. The team will work closely with SRO & develop a strong partnership with schools.

d. The team will map juvenile arrests (location and neighborhood based) and review data on gangs and youth involved

Tier 2: The **BBFI Advisory Team** is a cross-sectional BBFI subgroup that will meet quarterly to advise the City Manager and Mayor. This team will be comprised of a subset of the BBFI Steering Group and additional members and will oversee the Case Management and Policies and Procedures Subcommittees.

**Roles and Responsibilities of the BBFI Advisory Team**

The signatories to the agreement will serve on this team, which will provide the authority and resources to complete the goals and tasks included in the Implementation Plan for the Youth and Gang Violence Reduction Initiative. Membership will include:

*Police Department (Direct Oversight)*

*BBFI COLLABORATIVE WORK GROUP*
- Newport News Police Department
- Newport News Redevelopment and Housing Authority
- Newport News Sheriff’s Office
- Newport News Commonwealth Attorney’s Office
- Newport News Public Schools
- Hampton/Newport News Community Services Board
- Court Services Unit
- Department of Juvenile Services
- Department of Human Services
- Community Justice Agency
- Adult Probation

It is anticipated that the BBFI Advisory Team will meet at least three times per year. When the signatories of this agreement are unable to attend the meeting, delegation of authority should be made to a representative of the agency that is empowered to represent them. Implementation Team will report to the Advisory Committee.

**Tier 2:** The **BBFI Implementation Team** will be comprised of community members, youth, and city department representatives who will review goals on a monthly basis and hold lead agents accountable

**Tier 3: Policies and Procedures Subcommittee**

Membership will be made up of division directors from each partner agency that is empowered to make decisions for their organization to allocate resources to fulfill roles and responsibilities that support the goals of the initiative. The committee will develop and monitor the operation of a protocol for handling cases that defines roles and responsibilities of interagency partners in reaching the goals for the initiative. That work would include developing measurable criteria for grouping people into different levels of risk, gang involvement and criminality subject to review and approval by the Steering Committee. Training should be developed for interagency partners that support multidisciplinary information sharing and case management.

**Tier 3: Case Management Subcommittee**

Members of this committee will be caseworkers from partner agencies and existing Intervention Team members. Case staffing meetings will be held to develop individualized multidisciplinary case plans for supervision, intervention and prevention services for individuals who meet various criteria adopted by the Steering Committee to include at-risk youth and young adults, as well as gang-affiliated offenders.
### Implementation Timeline

<table>
<thead>
<tr>
<th>Date</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>January 20-30, 2019</td>
<td>Street Outreach transition</td>
</tr>
<tr>
<td>January 1 - March 30, 2019</td>
<td>Joint training for SOW and PD</td>
</tr>
<tr>
<td>January 14-18, 2019</td>
<td>Recognition of National Urban Balance Peace Week</td>
</tr>
<tr>
<td>January 22, 2019</td>
<td>Plan launch: city council work session</td>
</tr>
<tr>
<td>Jan 25-30, 2019</td>
<td>Plan launch: agency leaders</td>
</tr>
<tr>
<td>February 1-7, 2019</td>
<td>Plan launch: accountability leads</td>
</tr>
<tr>
<td>February 8, 2019</td>
<td>Strategic Plan Launch Campaign begins</td>
</tr>
<tr>
<td></td>
<td>Plan launch: planning partners and existing focus groups</td>
</tr>
<tr>
<td>February 9-14, 2019</td>
<td>Plan launch: general public</td>
</tr>
<tr>
<td>February 15, 2019</td>
<td>Mayor’s community press conference</td>
</tr>
<tr>
<td>February 1-28, 2019</td>
<td>Recognition of Teen Dating Violence Awareness Month (community walks with service providers)</td>
</tr>
<tr>
<td>February 15, 2019</td>
<td>Review and update of revised Street Outreach position descriptions</td>
</tr>
<tr>
<td>February 28, 2019</td>
<td>5 potential for Street Outreach Team locations identified and presented to Assistant City Manager, pending decision to sustain SOT</td>
</tr>
<tr>
<td>March 15, 2019</td>
<td>Quarterly update, additional community walks</td>
</tr>
<tr>
<td>April 1, 2019</td>
<td>Outreach physical location decision finalized</td>
</tr>
<tr>
<td>April 7-13, 2019</td>
<td>Crime Victims Rights Week activities</td>
</tr>
<tr>
<td>May 1-31, 2019</td>
<td>Resource Walk with service providers to highlight resources, discuss app, handout literature with business sponsorship</td>
</tr>
<tr>
<td>May 1-31, 2019</td>
<td>Ridley and Marshall open forum with Cities United youth fellow, NNPD, high school students (2 high schools) and Commonwealth Attorney</td>
</tr>
<tr>
<td>June, 2019</td>
<td>Quarterly update, additional community walks</td>
</tr>
<tr>
<td>August, 2019</td>
<td>City’s work will be showcased during the Cities United convening in Hampton, Virginia</td>
</tr>
</tbody>
</table>
Communications Plan

The effective implementation of this strategic plan relies upon a bifurcated communications strategy that includes internal and external dissemination of information to (and feedback from) all stakeholders through a targeted campaign to promote violence reduction efforts.

**Strategic Communication Goal**
*To effectively communicate the story and significance of violence prevention and reduction in the City of Newport News to generate a broad understanding, advocacy, and support of key goals and activities.*

**Strategic Context**
The BBFI Strategic Communication objectives include:
- To gain and maintain public trust and active support of BBFI violence reduction activities
- To restore balance and establish conditions for collaboration among residents, city agencies, schools, and partners
- To attract, retain, and sustain a quality force of volunteers to enhance violence reduction efforts
- To increase awareness of accurate crime occurrence and prevention information
- To increase access to city resources

**Audiences**
*Internal:* BBFI seeks to foster reciprocal communication to ensure city officials and agency staff understand the intent and can effectively execute the intent at all levels.
- Elected and appointed officials
- Agency directors
- Agency staff
- Existing partners

*External:* BBFI seeks to engage with residents, partners, and others to ensure they understand the intent of BBFI activities and are encouraged to support the mission of BBFI.
- Residents
- Potential partners
- Funders
- Media
- Think tanks
- National and state agencies and officials
- Others
Key Elements

Vision: The vision of the Building Better Futures Initiative is to inspire hope and improve the quality of life for youth and families in the City of Newport News.

Mission: The mission of Building Better Futures Initiative is to support a collaborative of community stakeholders to reduce youth and young adult violence.

Values:

- Respect for the dignity of the neighborhoods, families, and individuals served
- Commitment to elevating the voice of youth and young adults
- Intentional emphasis on promoting equity, fairness, and justice

Communication Agents and Strategies

- Visitor’s Center
- City of Newport News website
- Newport News Now newsletter
- Social media
  - Facebook
  - YouTube
  - Twitter
  - Development of BBFI mobile app
- Print media
  - Joint op-ed by NNPD and youth
  - Briefing slides
  - Brochures
  - Postcards
  - Handouts
  - Posters
- Events
  - Community conversation series
  - Community walk series
  - City council meetings and work sessions

Communication Triggers

A communication trigger is an event, activity, accomplishment, or challenge that requires a communication activity. BBFI communicators must be aware of unexpected triggers and adapt quickly to optimize opportunities and reduce misinformation and negative impact. Unexpected triggers demand a prompt and consistent response. Triggers for internal and external BBFI communication include, but are not limited to:

- Civil disturbances
- Major crimes in the target area and/or other areas of the city
- Significant reductions in violent crime
- Civil disturbances
- Positive activities in law enforcement, community, and other
- Breaking news stories (print, broadcast, or other medium) associated with violent crime
- Accidents and deaths involving youth and young adults
Recommendations and Conclusion

In order to effectively connect the efforts of city agencies to reduce community violence, the City of Newport News must reorganize its strategies to differentiate among the members of its target population. There are 4 distinct groups:

1. Active “hardcore” gang members who may (regardless of their decision to remain in a gang) be willing to reduce violent behavior

2. Youth and young adults who are at high risk (i.e. previous or current involvement in the justice system, truancy, drug use) for gang membership or violent and/or nonviolent criminal activity

3. Youth 10-14 years of age living in high-interest communities who have not engaged in violent or criminal behavior, but may be vulnerable because of family or community risk factors

4. Residents (specifically, families) in high-interest communities

To assist the City in reaching desired outcomes, the following recommendations are provided.

**Direct Youth Outreach/ Street Outreach Team**

Nationally, the vast majority of successful violence reduction “best practices” include the use of direct outreach to youth and young adults in the aforementioned groups. While this often includes a formalized “street outreach team”, there are a myriad of approaches that yield significant success. In its current configuration, the BBFI Street Outreach Team does not provide an efficient, effective method of reaching targeted youth, nor has it presented a data-bound rationale for its current configuration. The Street Outreach Team (SOT) currently operates as a pilot initiative under the guidance of the City Manager’s Office; this team will be restructured with oversight to be provided by the Newport News Police Department. Thus, outreach will become a major suppression arm of the strategies to reduce violence and increase community engagement. The current Street Outreach Team will be absorbed into the NNPD Community Outreach and NNPD Crime divisions. SOT activities will be geographically-oriented and aligned with existing and planned outreach efforts of the NNPD Community Outreach and Crime divisions, and all affiliated staff will receive joint training in key areas when appropriate. The outreach division will receive data about youth at the highest risk for violent behavior, and maintain their ability to have interpersonal contact with these youth and their families. The city cannot sustain the Street Outreach Team citywide, so the team will be coordinated around the three targeted communities. The existing organizational structure has been challenging to the Street Outreach Team, justice agencies, and the Police Department. The new structure, led by the new chief of police, offers a new opportunity for collaboration and increased accountability.
Street Outreach Reorganization:

a. The Chief of Police will have direct oversight of the outreach efforts. The team's organization, staffing, and duties will be changed at his discretion.

b. A mission statement will be created for the Community Outreach division.

c. All outreach strategies will be data-driven and evidence-based.

d. There will be standardized data collection, sharing, and analysis.

e. Street outreach activities will be placed within the purview of Newport News Police Department Community, Youth & Outreach division.

f. The Chief will assign an analyst to the divisions.

g. Staff representative will be a member of the cross-sector collaborative work group that will meet twice monthly under the guidance of 2 co-chairs to review data, information, and crime.

h. The team will work closely with SRO & develop a strong partnership with schools.

i. The team will map juvenile arrests (location and neighborhood based) and review data on gangs and youth involved.

Cross-sector outreach activities should focus on building long-term relationships with youth and young adults, connecting youth to pro-social services and activities, intervening through de-escalation and conflict resolution, and providing case management. Although evaluations on street outreach programs have varied, these programs represent one of the most prominent non-law enforcement anti-violence options. Whether or not the city sustains a separate street outreach team, recommended best practice approaches to specific citywide activities include Chicago CeaseFire, No More Red Dots, and Cure Violence. Staffing should include well-trained individuals, some of whom should have previous gang or street experience (“credible messengers”),

Opportunity and Employment Provision

In 2016, 17.3% of Newport News residents lived below the poverty level; this is higher than the state average. Of these, 6.7 percent sustained an income that is below 50% of the poverty level. However, the unemployment rate and poverty rate continues to decrease in Newport News. National work in violence reduction (Casey Foundation, Center for Disease Control and Prevention, Cities United) indicates the provision of economic opportunity is a powerful antidote for community violence. One study found, for example, that a ten percent increase in wages could reduce young people’s participation in crime by as much as 9 percent. Lack of skills is also

---

3 No More Red Dots, Field Interview, Carrington Consulting, 2018.
specifically linked to the high number of SHOCAP-eligible juveniles in Newport News who are deemed “high risk”. Connecting these youth to positive social and professional opportunities is key. The provision of training programs, employment opportunities, and legal alternatives to acquire income must be enhanced in the target communities and throughout the city. This will require continued collaboration among the business community, non-profit and faith organizations, as well as city agencies and schools.

**Recidivism and Data-Sharing**

At 22.4%, Virginia has the lowest recidivism rate among the forty-five states that report three-year re-incarceration rates for felons. However, the validity of such data is limited because to date, there is no coordinated data exchange between state and local governments. Thus, there is no accurate measure of total recidivism between systems. The City is urged to advocate for a system-wide shared data platform that will promote the timely exchange and updating of inmate data. This will permit an accurate tracking of inmates as they move from incarceration to community re-entry and from one level of the justice system to another (i.e. inmates released from the city jail who later re-offend and are incarcerated in state prison). More generally, information sharing is pivotal to the timely apprehension of perpetrators, efficient service delivery, and citywide coordination. Specifically, according to the Virginia Department of Juvenile Justice\(^5\), there is a strong correlation between prior offense and a young person’s likelihood of reoffending. In fact, on average, SHOCAP-eligible juveniles from the Newport News region had two prior felony against person offenses, more than 3 prior felonies, and more than 3 prior misdemeanors. Between 2014 and 2018, a fifth of these youth had a prior Child in Need of Supervision (CHINS) or CHINSup (truancy) intake complaint. The use of state protocols like SHOCAP to improve information exchange will enhance the interconnectedness of the city’s efforts.

In spite of the City’s impressive recidivism rate, in the absence of transitional assistance, released offenders are statistically more likely to reoffend. Education, employment, housing, legal concerns, transportation, and family reunification have been identified as the primary obstacles in successful community re-entry. The City is urged to focus its efforts on implementing effective cross-sector strategies to aid former offenders in reentering their communities and becoming violence reduction agents. It is recommended that the City of Newport News seek partnership opportunities with one or more of the Virginia CARES-funded subcontracted programs that provide services at seven independent locations in the Commonwealth or seek to duplicate VA CARES reentry partnership programs that exist in the State of Virginia: LOC Family Services (Farmville), STOP, Inc., (Norfolk – Virginia Beach) and STEP, Inc. (Martinsville). These agencies run independent reentry programs, while Virginia CARES provides access to evidence – based programs, a data information system, and training in reentry processes.

---

Adopting a Public Health Approach

Homicide is the leading cause of death for young men and boys of color, aged 15-24; resulting in disparate impact for many communities in the City of Newport News. Currently, there is national recognition of community violence, particularly gun violence, in the United States as "a public health crisis". In fact, it is estimated that gun violence and homicides cost the United States $8.6 billion each year. Municipal discourse on violence reduction must center around the acknowledgement of community violence as a crisis of economy, society, and public health. The public health approach to violence reduction includes collaboration with local hospitals, clinics, and emergency medical professionals to implement hospital-based de-escalation and suppression strategies. As a national best-practice model, hospital-based violence reduction capitalizes on a unique window of opportunity to make contact and effectively engage with victims of violent injury while they are recovering in the trauma center or hospital. Model programs and subject-matter advocates can offer guidance in establishing sustainable system-wide intervention, including the National Network of Hospital-based Violence Intervention Programs, Out of the Crossfire (Cincinnati, OH), The Pennsylvania Injury Reporting and Intervention System (Philadelphia, PA), and The Violence Intervention Project (Baltimore, MD).

Finally, it is recommended that the BBFI execute formal efforts to prepare for certification as a trauma-informed city and the development of the 2021-2024 strategic plan, in order to facilitate a complete environmental scan during the next strategic plan cycle. This should include a full staffing analysis and a comprehensive examination of violence reduction efforts in each city agency to ensure trauma-oriented practices and policies. A checklist of data sources should include:

- City of Newport News Annual reports, particularly results related to progress on any past initiatives or strategic plans
- An agency review against national standards
- City of Newport News BBFI Financial Analysis
- Partnership or stakeholder analysis results
- Policy and legislative scan
- City of Newport News program evaluation results
- Customer service/ satisfaction feedback
- Results of a traditional SWOT analysis previously completed
- Other relevant information and data

Continuity in Services and Resources

Exposure to violence, incarceration, and recidivism has a devastating toll on families. Children exposed to violence in their homes and communities experience trauma

---


7 Center for Disease Control and Prevention
from their separation from the parent, suffer lower self-esteem than their peers, are at risk for neglect, and are at high risk of becoming a perpetrator of violence. Both policy groups and recent studies (National Conference of State Legislatures, 2009) estimate that over 70% of children whose parents are incarcerated will also be incarcerated at some point in their lives. According to the Casey Foundation, incarceration of a parent or other family member acts as a destabilizer, particularly in families already experiencing economic, social, or emotional challenges. When fathers are incarcerated, family income can drop by an average of 22%; in cases in which no parent remains to care for a child, extended family members often engage in helping, but lack the proper support to do so. In these cases, families who already relied on public programs, such as the Supplemental Nutrition Assistance Program and Temporary Assistance for Needy Families, become increasingly dependent on them.

State-level social history data and self-reports from Newport News youth offenders indicate several key facets of trauma and risk:

- The vast majority of Newport News youth admitted to state corrections custody lived with a family member immediately prior to admission.

- 90% of youth offenders admitted to state custody demonstrated or self-reported at least one of the following risk factors; 49% demonstrated 3 or more:
  - parental incarceration and criminal activity
  - physical abuse
  - parental substance abuse
  - parent death
  - sibling criminal activity
  - family domestic violence
  - self-injurious behavior
  - sexual assault/abuse
  - Most offenders had more than 4 out-of-school suspensions prior to admission
  - Most offenders did not have a school IEP prior to admission.
  - There was a significant incidence of mental health concerns (diagnosed and symptomatic) among youth offenders, but a low incidence of psychotropic drug use

The City of Newport News must enhance its efforts to provide continuity in service provision, including the Department of Human Services, schools, criminal justice system, public health sites and community- and faith-based organizations to provide guidance and resources (Anne Casey Foundation, 2018). Emphasis should be placed on saturating the identified target communities with wrap-around services to include multi-systemic therapy and familial therapy, and there is a need for trauma-informed staff and trauma-oriented programming for this population. Court Services division should continue to support treatment aimed at addressing trauma in youth offenders,
as well. The following questions may undergird the citywide approach to trauma-recovery:

1. Are we (in sped a mental health) getting kids needed services in a timely way—particularly in the identified communities?
2. What mental health services may be offered pre-adjudicated (pre-disposition) youth as well as other youth who have not reached SHOCAP eligibility because they have not met the criteria?
3. Are there opportunities for inter-agency case planning and is there a need for case managers?
4. How do we identify high risk youth who offend repeatedly? How do we service these youth?

**Education**

Empirical research indicates that an individual’s level of education is positively correlated with their employability and ultimately, their income over a life span. In addition to generating higher earnings, education can lead to decreased unemployment rates. According to 2017 Department of Labor statistics, the unemployment rate of a person with less than a high school diploma or GED is nearly 7.7%. This rate decreases to 5.3% with a diploma or GED, and to nearly 2.5% with a bachelor’s degree or higher. Notably, Achievable Dream High School’s graduation rate is 100% for the second year, up from 96.3% in 2015 and Heritage High School’s 2017 graduation rate was 89.6%, up from 88.2% in 2016. The Newport News Public Schools division, city agencies, and partners must capitalize on the momentum of recent improvements in high school completion and find ways to connect successful graduates with college and career opportunities upon graduation. Although NNPS dropout rates show a steady decline, it is imperative that BBFI agencies work together to ensure this trend continues. To this end, anti-truancy initiatives in targeted neighborhoods must reflect collaborative effort across sectors. According to the Bureau of Labor Statistics, for people with some college or an associate degree, the unemployment rate was 3.8 percent in January 2017, compared to 7.7% for those with less than a high school diploma.

The City of Newport News maintains a continuous focus on fostering professional readiness; public school students earned 3,261 career and industry certifications in 2017. Aligning with NNPS’ focus on college and career readiness, the Building Better Futures Initiative strategic plan includes the provision of out-of-school, employment, anti-truancy programming, and post-secondary activities. The BBFI should seek to expand opportunities for youth and young adults to earn career and industry certifications, enhancing their access to advanced post-secondary opportunities and high-skilled permanent careers.

Expansion and improved infrastructure is imperative to maintaining momentum in linking education and employment opportunities. The Newport News Sheriff’s Office
Education-Based Incarceration (EBI) provides one such prospect. EBI is an effort to provide educational, vocational, and life-skills training to inmates who qualify. Inmates may complete classes in GED preparation, English as a Second Language (ESL), parenting, anger-management, financial responsibility, and other topics. These classes, facilitated by volunteers and contractors, are attended by over 2,000 inmates each year. Partnerships with organizations like Building Bridges with Books extend the positive impact of this initiative by improving literacy for both the incarcerated parent and his/her children. If properly aligned with partner organizations, this type of initiative can lead to increased stability for former offenders and their families.

City of Newport News BBFI agencies are urged to:

- Include residents directly impacted by violence in advisory teams and activities related to violence reduction.
- Embrace 21st Century media relations that incorporate social media.
- Establish clear communications roles for mayor and police chief, and deliver a consistent and unified message.
- Develop a dashboard to update the public regularly on crime information.
- Carry out messaging that acknowledges loss of life and the dignity of life; highlights need for collective healing; is transparent; engages family and community voices; lifts up importance of trust and relationships and shows lessons learned.
- Provide media training to all public safety agency leaders who will serve as spokespersons or visible leaders; ensure that the media team includes members trained in the use of social media.
- Create a media and social media protocol for proactive and reactive communications well in advance of an incident to guide response.

City of Newport News public safety agencies are urged to:

- Make transparency and release of information a top priority.
- Assess existing state law regarding release of information.
- Publicly report all deaths in custody, including suicides and deaths linked to natural causes-to a database in accordance with the Death in Custody Reporting Act.

---

9 Ibid
10 Ibid
Explore correlations between recent crime reduction and citizen calls for service

Equip residents with information about prevention, crisis response, and reporting

Expand communication with VDJJ gang unit

Determine and document protocol for how quickly different pieces of information will be released

Before information is released to media, inform affected family members and select community and city leaders

Domestic violence (rape, aggravated assault) was one of the few crime categories that has increased, despite vigilant efforts by the city. It is recommended that a task force be established to target research and activities to reducing domestic violence in the city

Communicate quickly, frequently, and openly

Publicly share any protocols in place to respond to police involved shootings or in-custody deaths. (i.e. body worn camera protocol)

Apartment managers, business owners and/or other city stakeholders (i.e. city council; city manager) should be invited (as deemed appropriate) to attend COMSTAT meeting

Street Outreach Personnel are urged to:

Establish clear goals and objectives with time-oriented outcomes and appropriate measures

Make transparency a top priority

Participate in extensive joint training be provided to NNPD and street outreach staff to provide insight on de-escalation, building positive relationships and obtaining information on deviant activity. This is likely to improve the clearance rate (rate at which crimes are solved) for existing and new crimes

Conduct a complete program evaluation and staff assessment to determine congruency and effectiveness

Explore innovative strategies to engage youth who have been referred to leverage their position of trust to benefit the youth served

- In-school SOT staff
- Periodic visits at school sites
- Engaging parents
- Building relationships with community partners (DHS, Police, Court services, self-refer)
BBFI partnerships with the school division should be sustained to enhance NNPS’ award-winning dropout prevention and recovery program. Newport News Public Schools has an array of programs and services to help students graduate on time including online courses; summer learning opportunities; community-based education; graduation coaches who identify, mentor and develop academic success plans for students; and an evening high school program.

The BBFI strategic plan develops a framework that underscores the significance of (a) multiple measures for a given objective, (b) combining quantitative metrics and qualitative indicators, and (c) moderating the amount of time staff must devote to such measurements. Such metrics should be supplemented with qualitative assessments and regular external reviews of programs. The mechanisms of assessment should be developed and finalized at the implementation stage of this strategic plan and in consultation with City of Newport News agencies.

It is also recommended that the City begin employing the use of intentional data collection, analysis, and evaluation methods for each program under its jurisdiction. This should include the routine and systematic documentation of client contact metrics, demographic information, and pre-test/post-test outcome assessments whenever feasible, and may be facilitated by data partnerships with universities or third-party practitioners. Existing program work plans should be linked to objective performance measures, and program evaluations should be conducted during pre-established intervals.

Violence is preventable; by understanding the types and causes of violence in the city and equipping youth and young adults with supportive relationships and crisis management skills, the city can decrease violent behaviors and disrupt a “cycle of violence”. National best practices indicate the need for a valid assessment of the indicators of risk and protective factors, defined by the Center for Disease Control and Prevention. In the absence of a full appraisal of gang and youth violence, this assessment will provide a valuable resource for the City’s decisions on programming, funding, and staffing the components of its violence reduction strategy.

The City of Newport News has demonstrated marked improvement in engaging residents, partners, and city officials in valuable efforts around violence reduction. The comprehensive plan presented here will provide the foundation for collaboration, continuity, and sustainability in these efforts as the City emphasizes trust-building, creates a strong infrastructure, and transitions from isolated and/or duplicated programs to an integrative systemic balance of the PIER strategies. The Newport News BBFI agencies have taken the lead in developing and maintaining collaborative partnerships with organizations, agencies, and individuals who help

---

11 Center for Disease Control and Prevention, 2018
overcome the obstacles noted here. It is critical that the city continue to work diligently with partners to nurture and sustain this work.

The Summer Training and Enrichment Program (STEP)

The STEP initiative serves youth and young adults from age 16-24 living in the Southeast community to provide summer employment, workforce training, financial literacy, and enrichment. Worksite partners in the business community host these young employees and provide mentorship, job training, and in some cases, opportunities for permanent employment.

STEP will be restructured to serve approximately 275 individuals between the ages 16-24. The in-school program will engage approximately 200 high school students during the summer with a curriculum that reinforces the NNPS Career Pathways program. The out-of-school program will provide 75 individuals, divided into smaller industry focused cohorts, with employment training and certificates that lead to gainful full-time employment. All participants must meet one or more sub-conditions and reside in Marshall Courts, Ridley Circle, or Courthouse Green or maintain residence in a high poverty census tract.

The Office of the City Manager will guide (or select a proxy to manage) this process. The resulting program should include accountability measures, updated staffing and training protocol, performance metrics, specific goals and objectives, and fidelity to the target service population.

Fiscal Considerations

This comprehensive strategic plan incorporates both major and minor undertakings that will lead to the successful reduction and prevention of youth and young adult violence in the City of Newport News. Specific fiscal needs addressed here include the following:

1. Transition of Street Outreach Staff to new roles (as appropriate)
2. Costs associated with contracting BBFI Director of Implementation and Evaluation/Implementation Lead for a period of 3 years (OR) Salary and benefits for one (1) Building Better Futures of Implementation and Evaluation to oversee the implementation of the strategic plan, which impacts all goals and objectives
3. Salary/wages for 2 part-time administrative BBFI staff to assist in implementation and evaluation, which impacts all goals and objectives
4. Costs associated with the development of a citywide service/resource mobile application (web-based app), which impacts all goals and objectives
5. Costs associated with additional training for NNPD, outreach staff, Juvenile Services, and other applicable divisions, as addressed in the plan goals (i.e. trauma, crisis response, youth development), which impacts all goals and objectives
6. Costs associated with improved interface with the State Department of Corrections and the Virginia Department of Juvenile Justice, which impacts all goals and objectives
7. Physical space needed to house Street Outreach (if program is sustained)
8. Printing, postage, publication costs for increased communication with residents and partners
9. Costs associated with improved infrastructure for the NNPD community outreach, violence reduction, and data collection, which impacts all goals and objectives; this will include:
   a. Ten (10) additional NNPD officers in the first plan year (FY 19/20); ten (10) additional officers each year for 4 more years
   b. One (1) PT or FT position to assume the responsibility of fund development and grant-writing in the first plan year (FY 19/20)
   c. One (1) PT administrator to assume the responsibility of processing and fulfilling FOIA requests in the first plan year (FY 19/20)
   d. One (1) additional FT data analyst, to be assigned to citywide BBFI implementation in the second plan year (FY 20/21)

*Rationale
Despite the changes in both crime rates and the type/level of offenses in the City, the NNPD has not increased manpower in over ten years. In order for the department, and thus, the city, to be proactive in deterring and reducing crime, the number of available trained officers must be increased. A recent reorganization of the department has already resulted in increased efficiency and effectiveness; an incremental increase in personnel will augment and intensify positive outcomes in crime reduction. Increasing the allotment of patrol officers will permit increased directed patrols, walking beats, and coordination in the target neighborhoods. An additional officer would also be assigned to the Community Outreach division to assist in crime prevention, youth activities, and community programs.

In spite of recent reductions in violent crime, the City has experienced a consistent increase in domestic violence. Additionally, domestic violence is one of the risk factors that DJJ has correlated with criminal behavior among juveniles. In addition to targeted response around domestic violence awareness and prevention, a new position, Domestic Violence Coordinator, would be assigned to the NNPD Special Victim’s (Juvenile) Unit to serve as a liaison with the Commonwealth Attorney.

Currently the NNPD provides School Resource Officers (SROs) in every high school and middle school in the city and maintains a strong partnership with NNPS. However, due to personnel shortages, none of the 26 elementary schools in the city are equipped with SROs. It is recommended that 3 officers be provided in order to place one SRO in 3 schools that serve the high-crime focus neighborhoods. This will permit the NNPD the opportunity to engage in crime prevention and reduction
activities with an ideal age group, while increasing their visibility in the three communities.

Additionally, existing and new officers must be empowered to successfully fulfill their roles in these ever-changing high-crime environments. To date, over 90 officers have registered for voluntary training in fair policing, search and seizure, working with informants, and mental illness. The NNPD needs fiscal support to continue to offer these trainings; currently, existing beat officers must be pulled from their posts to provide this training. It is recommended that additional officers be provided and/or funding be provided to contract subject-matter experts to provide some of these trainings, including patrolling high-poverty communities, trauma-informed policing, mental illness, autism and other topics. Further, NNPD needs support for training officers who are promoted to leadership positions; specifically, officer development team-building, leadership, and diversity are among the critical themes of such training sessions.
Connecting to the Work: Call to Action

The strategic plan is a living document. Effectiveness of this set of violence reduction strategies requires the participation and support of all stakeholders. From 2014 to 2018, family history, prior criminal history, anti-social attitudes, lack of skills, and community/peer relationships were the YASI domains most highly correlated with reoffending juveniles classified as high risk. The following reflects a sample of ways partners in this work may support the mission and activities of BBFI:

<table>
<thead>
<tr>
<th>Youth Leaders</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Participate in BBFI community meetings</td>
</tr>
<tr>
<td>• Join the Mayor’s Youth Commission of other organization</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Residents</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Host a NNPD community meeting</td>
</tr>
<tr>
<td>• Report crime to the NNPD immediately</td>
</tr>
<tr>
<td>• Participate in your neighborhood’s community walk</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Business Leaders</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Inquire about ways to support re-entering ex-offenders</td>
</tr>
<tr>
<td>• Host or co-host community events and youth “safe spaces”</td>
</tr>
<tr>
<td>• Provide internship and employment opportunities to local youth</td>
</tr>
<tr>
<td>• Participate in local NNPD safety trainings</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Faith Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Host community events and youth “safe spaces”</td>
</tr>
<tr>
<td>• Host a NNPD community meeting</td>
</tr>
<tr>
<td>• Partner to co-host local anti-violence youth events</td>
</tr>
<tr>
<td>• Participate in local NNPD safety trainings</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Non-profit and Grassroots Organizations</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Host or co-host community events and youth “safe spaces”</td>
</tr>
<tr>
<td>• Participate in local NNPD safety trainings</td>
</tr>
</tbody>
</table>

---

Appendices
Appendix A: City of Newport News Revised Organizational Chart

CITY COUNCIL

CITY ATTORNEY
COLLINS L. OWENS, JR.

CITY MANAGER
CYNTHIA D. ROHLEF

CITY CLERK
MABEL W. JENKINS, MMC

ASSISTANT TO THE CITY MANAGER
EOGHAN MILLER

ASSISTANT TO THE CITY MANAGER
DAVID FREEMAN

ASSISTANT CITY MANAGER
ALAN K. ARCHER

ASSESSOR

PARKS, RECREATION & TOURISM

PUBLIC WORKS

VEHICLE & EQUIPMENT SERVICES

HUMAN RESOURCES

PLANNING

FINANCE

INTERNAL AUDITOR
CATHY S. MATTHEWS

INTERGOVERNMENTAL AFFAIRS MANAGER
TERRI G. WILSON

COMMUNICATIONS DIRECTOR
CLEDER A. JONES

FIRE

HUMAN SERVICES

LIBRARIES & INFORMATION SERVICES

POLICE

WATERWORKS

JUVENILE SERVICES

BUDGET & EVALUATION DIRECTOR
LISA J. CIPRIANO

DEVELOPMENT DIRECTOR
FLORENCE G. KINGSTON

Liaison with:

Community Services Board
Court Services Unit
Newport News Public Schools
Council for Workforce Development
Commonwealth’s Attorney
Health Department
Sheriff’s Department
Courts

City Treasurer
Commissioner of the Revenue Registrar
### Appendix B: Strategic Planning Steering Committee and Planning Partners

<table>
<thead>
<tr>
<th>Team Member</th>
<th>Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alan Archer</td>
<td>Assistant City Manager</td>
</tr>
<tr>
<td>Lotus Wheeler</td>
<td>Director, 7th District Court Services Unit</td>
</tr>
<tr>
<td>Brian Nichols</td>
<td>Former Acting Superintendent, Newport News Public Schools</td>
</tr>
<tr>
<td>Dawn Barber</td>
<td>Director, Newport News Juvenile Services</td>
</tr>
<tr>
<td>Dwight Riddick</td>
<td>Pastor, Gethsemane Baptist Church</td>
</tr>
<tr>
<td>Gabe Morgan</td>
<td>Sheriff</td>
</tr>
<tr>
<td>Ven Thomas</td>
<td>Director, Department of Human Services</td>
</tr>
<tr>
<td>Howard Gwynn</td>
<td>Commonwealth Attorney</td>
</tr>
<tr>
<td>Steve Drew</td>
<td>Police Chief</td>
</tr>
<tr>
<td>Carl Williamson</td>
<td>Newport News Redevelopment &amp; Housing Authority</td>
</tr>
<tr>
<td>MaRhonda Echols</td>
<td>Youth and Gang Violence Prevention Program Manager</td>
</tr>
<tr>
<td>Natalie Ward</td>
<td>Director, Hampton/Newport News Community Services Board</td>
</tr>
<tr>
<td>Eric Randall</td>
<td>Community Engagement Division, Police Department</td>
</tr>
<tr>
<td>Erma Barnes Torrance</td>
<td>Chief, 19th District Probation &amp; Parole</td>
</tr>
<tr>
<td>Kevin Swann</td>
<td>Virginia Unity Project; Pastor, Ivy Baptist Church</td>
</tr>
<tr>
<td>Preston Jordan</td>
<td>Pastor, Colossian Baptist Church</td>
</tr>
<tr>
<td>Marcus Dennis</td>
<td>Director, Hampton/Newport News Criminal Justice Agency</td>
</tr>
<tr>
<td>Dwight Riddick</td>
<td>Pastor, Gethsemane Baptist Church</td>
</tr>
<tr>
<td>Hal Smith</td>
<td>President &amp; CEO, Boys and Girls Club of the Virginia Peninsula</td>
</tr>
<tr>
<td>Judge Judith Kline</td>
<td>Juvenile and Domestic Relations Court</td>
</tr>
<tr>
<td>Karen Dutro</td>
<td>Newport News City Council</td>
</tr>
<tr>
<td>Michael Edmonds</td>
<td>Network Peninsula</td>
</tr>
<tr>
<td></td>
<td>Center for Child &amp; Family Services</td>
</tr>
<tr>
<td>Robert Orlando</td>
<td>Patrick Henry Mall</td>
</tr>
<tr>
<td>Newport News Parks and Recreation</td>
<td>Newport News Parks and Recreation</td>
</tr>
<tr>
<td>Pastor Charles Cheek/ Sharron Hedgepeth</td>
<td>Peninsula Baptist Association</td>
</tr>
<tr>
<td>Kathy Johnson, Alternatives, Inc.</td>
<td>Kathy Johnson, Alternatives, Inc.</td>
</tr>
<tr>
<td>Angel Nelson</td>
<td>Boys and Girls Club of Virginia Peninsula</td>
</tr>
<tr>
<td>Pastor Preston Jordan</td>
<td>Trinity Baptist Church</td>
</tr>
<tr>
<td>Thomas Harrelson</td>
<td>Macedonia Baptist Church</td>
</tr>
<tr>
<td>Pastor Peter Evans</td>
<td>Colossian Baptist Church</td>
</tr>
<tr>
<td>Name</td>
<td>Organization</td>
</tr>
<tr>
<td>-------------------------------------</td>
<td>---------------------------------------------------</td>
</tr>
<tr>
<td>Pastor Dwane Seals</td>
<td>The Messiah Center</td>
</tr>
<tr>
<td>Rev. Lois Scott Pigford</td>
<td>Triumph Christian Center</td>
</tr>
<tr>
<td>Pastor Beverly Ashburn</td>
<td>Friendship Baptist Church</td>
</tr>
<tr>
<td>Pastor Tremayne Johnson</td>
<td>Zion Baptist Church</td>
</tr>
<tr>
<td>Pastor Michael Silver</td>
<td>Mount Calvary Baptist Church</td>
</tr>
<tr>
<td>Chuck Mitchell</td>
<td>Zel Technologies</td>
</tr>
<tr>
<td>Francine Douglas</td>
<td>James River Interiors</td>
</tr>
<tr>
<td>Lisa Wornom-Zahralddin</td>
<td>Peninsula Council for Workforce Development</td>
</tr>
<tr>
<td>George DeGroat</td>
<td>Street Outreach Team</td>
</tr>
<tr>
<td>Kevin Pierce</td>
<td></td>
</tr>
<tr>
<td>Marcus Hibbler</td>
<td></td>
</tr>
<tr>
<td>Marlon Hicks</td>
<td></td>
</tr>
<tr>
<td>Zierra Wilson</td>
<td></td>
</tr>
<tr>
<td>Monique Gordon</td>
<td></td>
</tr>
<tr>
<td>Terry Bonner</td>
<td></td>
</tr>
<tr>
<td>Kelly Rumnel (CSU)</td>
<td></td>
</tr>
<tr>
<td>Janice Roach (JS)</td>
<td></td>
</tr>
<tr>
<td>Terry Bonner (Street Outreach)</td>
<td></td>
</tr>
<tr>
<td>Jennifer Johnson (NNPD)</td>
<td></td>
</tr>
<tr>
<td>Sgt. Thomas Peregrine (NNPD)</td>
<td></td>
</tr>
<tr>
<td>Cpt. Shonda Whitfield (NNSO)</td>
<td></td>
</tr>
<tr>
<td>Ginger Blount-Moore (DHS)</td>
<td></td>
</tr>
<tr>
<td>Mike Nichols (NNPS)</td>
<td>SHOCAP Committee</td>
</tr>
<tr>
<td>Synetheia Newby</td>
<td></td>
</tr>
<tr>
<td>Peter Bellmio</td>
<td></td>
</tr>
<tr>
<td>Brita Ayers</td>
<td></td>
</tr>
<tr>
<td>Pastor Bill Greene</td>
<td></td>
</tr>
<tr>
<td>Pastor Joe Baker</td>
<td>Additional Contributors</td>
</tr>
</tbody>
</table>
### Appendix C: Summary Meeting Schedule

<table>
<thead>
<tr>
<th>Tenure</th>
<th>Steering committee members have agreed to meet a minimum of 4 times during the six-month strategic planning process.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Frequency</td>
<td>5 Facilitated Planning Sessions  1 Facilitated Retreat  2 Facilitated Community Meetings  22 Focus Group Meetings  April 2018-October 2018</td>
</tr>
<tr>
<td><strong>Planning Strategy Sessions</strong></td>
<td><strong>Platform</strong>  In-person  <strong>Officers</strong>  None</td>
</tr>
<tr>
<td></td>
<td><strong>Thursday, April 26</strong>  12:00-2:00 p.m.  Planning Session  <strong>Thursday, May 24</strong>  12:00-2:00 p.m.  Planning Session  <strong>Tuesday, July 17</strong>  6:00 p.m.-7:30 p.m.  Community Meeting Session  <strong>Wednesday, July 18</strong>  9:00 a.m.-1:00 p.m.  Planning Retreat (Half Day)  <strong>Tuesday, August 21</strong>  4:00-5:30 p.m.  Carrington Team Briefing  <strong>Tuesday, August 22</strong>  6:00 p.m.-7:30 p.m.  Community Meeting Session  <strong>Thursday, August 31</strong>  12:00-2:00 p.m.  Planning Session  <strong>Thursday, October 25</strong>  12:00-2:00 p.m.  Planning Session (supplemental)</td>
</tr>
</tbody>
</table>
Appendix D: Programs and Services

Newport News Police Department

The Community Outreach Section is comprised of the Community Programs Unit, Community Outreach Unit, and the School Resource Unit

Citizen Police Academy (CPA)

Program Description: Since its inception, this program has graduated over 964 individuals, who after completing the academy are more familiar with the various divisions of the Newport News Police Department and overall police operations. Sessions are thirteen weeks in length, and takes place for 3 hours on Thursday evenings (with the exception of one Saturday for the firing range). To date, 39 classes have graduated. The academy is offered once in the spring and once in the fall. A stipulation regarding class size has been added to ensure this resource is as cost effective as possible. The academy must have at least 15 citizens enrolled to offer the class. If there are not enough participants, the class is rescheduled and offered during the next cycle.

Citizen Police Academy for Seniors (CPAS)

Program Description: Since its inception, this program provides seniors and retired individuals with an inside look at law enforcement. The academy addresses issues and crime prevention topics that are more prevalent among seniors such as fraud and identity theft. Sessions are eight weeks in length, and are hosted by area churches/community centers in each of the three precincts. Academy classes are held during the day to be more easily accessible to seniors. This academy is offered once a year, normally in the spring. To date, 24 classes have graduated.

Citizen Police Academy for Youth (CPAY)

Program Description: Since its inception in 2001, the program continues to provide youth between the ages of 14 and 17 with the opportunity to interact with members of the Newport News Police Department and learn about the day-to-day operations. Approximately, 30 to 35 youth gain firsthand knowledge about the career of a police officer and participate in a lively five-day program which includes tours, demonstrations and exercises. To date, 18 classes have graduated.
Citizen Police Academy Alumni Association (CPAAA)

Program Description: Since its inception in 1995, the primary purpose of the Citizen Police Academy Alumni Association (CPAAA) is to forge an ongoing interactive program of support and understanding between the Newport News Police Department and the citizenry it serves. All Citizen Police Academy graduates are eligible for CPAAA membership. The association holds monthly meetings, participates in community events and is governed by a seven member Executive Committee.

CPAAA members assist with the following:

- Volunteering at the Community Education and Outreach Center
- DUI checkpoints
- Serving as role-players for the NNPD TACT team/Hostage Negotiation Team and for the Department’s Training division DUI training
- Bi-annual Scholarship (Dallas Miller Scholarship)
- Purchasing Halloween candy for the annual Trick-Or-Treat Safety Program; and
- Most importantly, CPAAA members serve as ambassadors for the Department, dispelling myths and misconceptions about police operations and encourage citizens to enroll in one of the three academies offered through the Department

Departmental Tours

Program Description: The Newport News Police Department is excited to be able to provide this service to the community. Upon request, Community Resource Officers will set up tours for groups who wish to visit the Department. The visit includes a visit to the various units and explains each of their roles & responsibilities. Requests are normally requested through Community Programs.

S.T.A.N.C.E.

Program Description: Standing Together against Neighborhood Crime Everyday (STANCE) participants meet on a quarterly basis to network and discuss issues of concern to those living in and/or managing multiple family dwellings. Participants are encouraged to promote neighborhood watch groups in their communities, provide a vital link to the various complexes (apartment, townhome, and condominium) they serve. Additionally, the Newport News Police Department hosts a one-day workshop annually for these property managers in the month of February.
Community Presentations

Program Description: The Community Outreach Section provides presentations to various groups in the community, i.e., Kiwanis, Lions, Rotary, non-profit organizations, faith based organizations, etc. to promote the programs offered through the Department. This marketing tool is utilized in hopes of encouraging more citizens to attend one of the three citizen academies and youth programs offered by the Department and/or consider donating their time by volunteering.

Civic Group Organizations Presentations

Program Description: Community Resource Officers provide groups with information on general safety, crime prevention, neighborhood watch, CPTED principles, personal safety, identity, internet safety, gun safety, scams and other requested topics.

Faith-Based Communications Plan and Outreach

Program Description: The Community Outreach Section in conjunction with the NNPD's PIO actively recruits churches to join a communications network with NNPD. Since 2015, over 90 churches have joined the department's communications plan. The department shares information on crime trends and critical incidents, such as police involved shootings, in a timely manner with our faith based partners. The communications plan has created an atmosphere of transparency and cooperation with the faith based community. In addition, the section is engaged in the Pastors Dialog on Race and Poverty and regularly meets with the Peninsula Baptist Association.

Community Education & Outreach Center (CEOC)

Program Description: Since its inception in 2001, the Community Education & Outreach Center (CEOC) is an innovative approach to community policing. The location provides a place where citizens can inquire about a variety of policing issues as well as obtain information on other community agencies. The center was originally located at Patrick Henry Mall. It was relocated to Historic Hilton Village (10188 Warwick Blvd.) in April of 2005. It is fully staffed by volunteers, making it the first such facility in Virginia. In addition to educational brochures and displays, the CEOC has many interesting items of police memorabilia. The center was renovated in 2012 and now offers a Department of Criminal Justice Services (DCJS) approved classroom for training. The meeting room is also available for community meetings.
Every 15 Minutes

Program Description: This program is coordinated by the Commonwealth Attorney's Office. The purpose of the “Every 15 Minutes” is to allow an entire school population and their parents the chance to experience the reality, tragedy, and the consequences of a DUI-related traffic fatality. Students who have witnessed the program describe it as “life changing”. The program takes place over two days and is usually held in May, prior to the school’s prom. The Community Programs Coordinator serves on the Task Force.

Residential & Business Security Surveys/Recommendations

Program Description: Community Resource Officers conduct free security surveys for businesses and citizens. Officers check for potential areas of vulnerability for intruders and make appropriate recommendations to reduce the opportunity of victimization.

Project Child Safe

Program Description: Through a key partnership with Project Child Safe free cable gunlocks have been distributed to millions of individual gun owners, nationwide, since the program’s inception in 2002. The Newport News Police Department endorses the program and provides free gunlocks at various community events. Gunlocks are also available at the Community Education & Outreach Center, located at 10188 Warwick Boulevard. Since first partnering with Project Child Safe the Newport News Police Department has distributed 3,398 gunlocks.

SALT/TRIAD (Regional & Local)

Program Description: The program was established by the State Attorney General’s Office and the Governor to promote safety and improve and maintain the quality of life for seniors.

Regional (SALT) Activities: Annual Senior Summit.

Local (TRAID) Activities: “Yellow Dot” Project, Project LIFESAVER, Safety for our Seniors (SOS), Citizen Police Academy for Seniors, Car Fit and free shred Day events.

SALT/TRIAD has been in existence regionally since 1997. Locally, Newport News formed its own TRIAD in 2004 and currently meets quarterly.
**Community Work Alternative Program (CWAP)**

**Program Description:** The Community Work Alternative Program (CWAP) is a partnership between the Newport News Police Department, the Juvenile Court Service Unit, the Juvenile Detention Center, and the Juvenile Court judges. This program allows the Department to serve as an alternative juvenile outreach sentencing site. Once assigned to the Department for community service hours, the juveniles must attend two Saturdays per month with several School Resource Officers (SRO's) until their hours are completed. SRO's supervise the community service portion of their sentencing and also provide an hour long educational component on topics such as: Gangs, Conflict Resolution, Anger Management, Drugs, etc. The program began in February of 2007.

**Volunteers**

**Program Description:** The volunteer program was established to support police department personnel. The role of volunteers is to supplement the regular professional staff, freeing them to provide the best service possible to City of Newport News residents and visitors. The volunteer program began in 1986 and is now an integral part of the Department and the community. Currently the Department has a total of 73 volunteers.

**Neighborhood Watch Coalition (NWC)**

**Program Description:** The Neighborhood Watch Coalition (NWC) is the governing body of all Newport News neighborhood watch groups. This group serves as a unifying force, which brings together police personnel and neighborhood watch groups for information sharing purposes. Monthly meetings ensure successful communication, which facilitates the resolution of specific concerns and issues. The NWC operates on a Community Support Agency Grant funded annually by the City of Newport News. Meetings are held on a monthly basis.

**Activities:**
- Encourages neighborhood watch groups to host National Night Out events throughout the City of Newport News
- Coordinates the mini-grant program
- Supports community events such as the Children's Festival of Friends, Southeast Community Days, Denbigh Day, etc.
- Attends National Crime Prevention Conferences
- Participates in the Virginia Fall Classic (Car & Motorcycle Show)
- Supports Police Week annually
- Assists in implementing new Neighborhood Watch Groups throughout the City of Newport News
Neighborhood Watch Conference

Program Description: The Community Outreach Section hosted the first Neighborhood Watch Conference in April of 2007. The purpose of the one-day conference is to educate citizens on crime prevention topics such as Gangs, Home Security, Personal Security, Identity Theft, etc. In addition, educational vendors from various companies/agencies provide information on locks, lighting, insurance, home security systems, etc.

National Night Out (1st Tuesday of August)

Program Description: National Night Out is designed to heighten crime and drug prevention awareness; generate support for, and participation in, local anti-crime programs; strengthen neighborhood spirit and police-community partnerships; and send a message to criminals letting them know that neighborhoods are organized and fighting back. Individual Neighborhood Watch groups participate in cookouts and various other events. While they are at these events they are encouraged to "turn their lights on to turn off crime." During the evening the Mayor, members of the City Council, the Chief of Police, police personnel and members of the Neighborhood Watch Coalition visit as many of these events as they can to support this crime prevention initiative.

Homeless Outreach Project

Program Description: The Homeless Outreach Project (HOT) began with receiving input from over 15 partner agencies that deal with the homeless on a daily basis in 2015. Based upon this information, the unit developed a training program for officers aimed at educating officers on the homeless and the services available to rehouse the homeless. On August 10th, the unit will train 18 officers, and they will become the department’s first homeless outreach team. In addition to the above, the Community Outreach Section has partnered with the Greater VA Peninsula Homeless Consortium. This partnership has led to better understanding of the agencies serving the homeless; greater access to resources; and has improved the department’s relationship with the community of service providers.

Youth Leadership Camp

Program Description: Youth Leadership Camps gives teenagers enrolled in a Newport News Public School the opportunity to interact with Newport News Police officers during a week long leadership program at the Yorktown Coast Guard Base. An objective of the program is to help teens learn teamwork, communication, and leadership skills, as well as build on trust, respect, self-esteem and responsibility, all of which are character traits that could help give teens a better chance at achieving in their personal, academic, and professional goals. This program also exposes teens to positive experiences with police officers that could help teens better understand their roles in their communities and the importance of public service.
Youth Explorers Post 224

Program Description: Newport News Police Department’s (NNPD) Law Enforcement Explorer post 224 is a career oriented and experience program for young people contemplating a career in law enforcement or a related field in the criminal justice system. Our mission is to offer young adults, 14 to 20 years old, a personal awareness of the criminal justice system through training, practical experiences, competition, and other activities. Additionally, the program promotes personal growth through character development, respect for the rule of law, physical fitness, good citizenship, and patriotism.

Our Explorer program is based on five areas of emphasis: Career Opportunities, Life Skills, Citizenship, Character Education, and Leadership Experience. The Newport News Police Explorer Post wishes to fulfill all of these areas of emphasis by offering Explorers interested in a career in law enforcement the opportunity to:

1. Gain exposure to various criminal justice careers and to have positive interaction with law enforcement professionals.
2. Obtain “hands-on” experience and awareness of the criminal justice system, thereby helping Explorers to make an informed decision on a career in law enforcement or a related field.
3. Receive comprehensive career focused training that in many cases qualifies for academic credit.
4. Benefit from interpersonal growth through self-discipline, teamwork, challenging experiences, and high standards of performance and personal conduct.
5. Enhance character development and improve physical and mental fitness.
6. Learn responsibility to self and others through leadership.
7. Serve their community by assisting their sponsoring agency in a supplementary law enforcement and liaison capacity.

VA Rules Camp for Youth

Program Description: SROs assist Juvenile Services with running a VA Rules Camp for youth who are involved in the Juvenile Justice System.

Criminal Justice Clubs

Program Description: During the school year, SROs lead criminal justice clubs at all six high schools. The goal of the clubs is to build positive relationships with students. To accomplish this goal, SROs give presentations on areas of operations of the police department, such as forensics and TOU, and they engage students in fun activities, such as attending ODU basketball games and holding “cola-with-a-cop” events that feature basketball and soccer games against police officers.
OJJDP (Office of Juvenile Justice and Delinquency Programs) Thriving Communities Project

Program Description: Members of the Community Outreach Section support the Department of Human Services OJJDP Thriving Communities grant project. This group is committed to collaborating with the Newport News Department of Human Services and other City Departments, community partners, the faith community, and residents of Newport News to prevent, reduce, and sustain reductions in children’s exposure to violence and trauma, and to promote healing and increase the safety, well-being, and healthy development of children, youth families, and communities.

Youth Mentoring Programs

Program Description: SROs run mentoring programs at the following schools: Achievable Dream Elementary (one for boys and one for girls); Woodside High School (in conjunction with a non-profit Brothers on the Block); Heritage High; Achievable Dream High School; and Menchville High.

Youth Outreach at Crittenden Middle School

Program Description: MPO Gretsinger maintains a clothing closet and food pantry for disadvantaged youth. In addition, MPO Gretsinger established the “Cougar Store” for the 7th grade hall at Crittenden Middle School, which is stocked with basic school supplies. Unlike stores students would normally go to and purchase items, the Cougar Store only takes “Cougar Cash”, which is an innovative idea created by MPO Gretsinger aimed at generating good citizenship amongst students. For instance, “Cougar Cash” is earned by students when they do something positive, such as receive a good test grade, a positive note from a teacher, a good report card, etc.

Refugee Outreach

Program Description: The Newport News Police Department partners with Commonwealth Catholic Charities in bridging the gap between refugees from every continent and the city government. Frequently, due to cultural and language barriers, newly arriving refugees are unaware of what services are available to them and where to go for help. This makes them a significant silent population of the city and become victims to various types of crimes. The Newport News Police Department provides safety and awareness classes to incoming refugees and collaborates with numerous state/city agencies and churches to provide services to the refugee population.
Human Services

Prevention and Self Sufficiency Bureau highlighting the TOP (Teamwork, Options, Pathways) for success program; HBT (Housing Broker Team) ESP (Employment Services Program) and SNAP E&T (Supplemental Nutrition Assistance Program Employment & Training):

The TOP network of service providers includes over 30 community-based programs and organizations offering a wide range of services to meet the different needs of our families. Some resources offered by TOP providers include mentoring; sports, fitness, and recreation; positive peer interaction; character and leadership development; life skill building; art therapy; in-home therapeutic services; and individual and family counseling services.

Families who participate in TOP are residents of Newport News who are looking for connection to voluntary services which can help them improve their relationships and build positive futures.

HBT Prevention Assistance

Our Prevention Assistance services may be available to persons faced with eviction when their financial difficulty is temporary. Security deposit and/or limited term rental assistance may be available to persons who have obtained permanent housing. Applicant criteria will be reviewed by a member of the Housing Broker Team to determine acceptance into the program on an individual basis.

HBT Rapid Rehousing

Rapid rehousing assist families with children under the age of 18, who are dealing with homelessness and have no optional housing support services. This program is available for households residing in Newport News. Compliance with the agreed upon criteria and service plan must be met once acceptance in the program is determined. Appointments for assistance are made by the housing specialists once the application has been completed.

Employment Services Program

The Employment Services Unit administers the State's Welfare to Work program known as Virginia's Initiative for Employment not Welfare (VIEW). VIEW promotes employment and provides work support to recipients of TANF (Temporary Assistance to Needy Families), a cash benefits program for eligible families.

The Employment Services/ VIEW unit provides a comprehensive approach to stabilizing families and assists parents to prepare for and obtain employment. A variety of supportive services are provided to overcome barriers to employment.
They include:

- Assisted job search
- Child day care
- Continuing education services
- Job readiness classes
- On-site substance abuse and mental health assessments
- Transportation
- Volunteer work opportunities
- Supplemental
- Nutrition Assistance Program Employment & Training (SNAP E & T)

This is a voluntary program designed to assist SNAP recipients in finding a job or improving job skills. If qualified, SNAP E&T participants may receive assistance in job readiness, work experience or education and training opportunities. All interested parties are referred to the SNAP information line. A screening for eligibility occurs and an appointment with the SNAP E&T staff is scheduled.
Newport News Department of Juvenile Services
Program Descriptions

**Outreach (VJCCCA)**

The purpose of the Outreach Program is to develop, maintain and enforce the accountability of each juvenile and enhance positive family structure within the community, and commit to the safety of the community. All services within the Outreach Program are accessible to juveniles between the ages of 8 through 17 years of age. This program is designated as an “alternative to secure detention”, youth accepted into this program must be detention eligibly by Virginia Code and detention appropriate as determined by the Detention Assessment Instrument- DAI (Score of 10-14).

**Criteria for Outreach Admissions**

All services within the Outreach Program are accessible to juveniles between the ages of 8 through 18 years (who committed an offense as a juvenile) who:

- Have been processed through the Hampton/Newport News Court Services or Newport News Department of Human Services.
- Have been adjudicated and ordered to participate by either the Hampton or Newport News Juvenile and Domestic Relations District Courts.
- Have been ordered to participate while under the jurisdiction of the respective Circuit Court pending the appeal process of a juvenile court conviction.
- Have scored in the 10-14 range on the Detention Assessment Instrument administered by the Court Services Unit.

Outreach counselors will make a total of (4) four face-to-face contacts per week with a client either at the client’s home, school, place of employment, in the community or at the counselor’s office. The Court or referral source will be given a written report regarding the performance/compliance of the juvenile while on the program.
**Electronic Monitoring Program (VJCCCA)**

The purpose of the Electronic Monitoring Program is to provide monitoring, supervision, and surveillance of juveniles in the community on behalf of the referring agent, at varying levels dictated by client need. This program is designated as an “alternative to secure detention”, youth accepted into this program must be detention eligibly by Virginia Code and detention appropriate as determined by the Detention Assessment Instrument- DAI (Score of 10-14).

**Criteria for Admissions**

All services within the Electronic Monitoring Program are accessible to juveniles between the ages of 8 through 18 years (who committed an offense as a juvenile) who:

- Have been processed through the Hampton/Newport News Court Services or Newport News Department of Human Services.

- Have been adjudicated and ordered to participate by either the Hampton or Newport News Juvenile and Domestic Relations District Courts.

- Have been ordered to participate while under the jurisdiction of the respective Circuit Court pending the appeal process of a juvenile court disposition.

- Have scored in the 10-14 range on the Detention Assessment Instrument administered by the Court Services Unit.

Electronic monitoring counselors will make a total of (2) two face-to-face contacts per week with a client either at the client’s home, school, at their place of employment and/or in the community or at the counselor’s office. The Court or referral source will be given a written report regarding the performance/compliance of the juvenile while on the program.

**Youth Empowerment Program (YEP)**

The Youth Empowerment Program is a holistic, community based alternative to detention placement, designed to provide intensive staff to youth supervision. The target population is at-risk youth between the ages of 12 and 17 that reside in the city of Newport News. Y.E.P uses a tool called the ACE (Adverse Childhood Experiences) to aide in customizing services to meet the specific needs of the child.
YEP counselors work closely with community partners to be an agent of change for youth who display delinquent and at-risk behaviors. The program operates between the hours of 4:00 PM thru 8:00 PM Monday thru Friday with transportation provided to and from the program.

**Criteria for Admissions**
All services within the Youth Empowerment Program are accessible to juveniles between the ages of 12 through 17 years who are referred by one of the below approved sources:

- Newport News Juvenile Domestic Relations Court
- Newport News Court Services Unit
- Newport News Department of Human Services
- Newport News Public Schools
- Newport News Juvenile Services Outreach and Electronic Monitoring Program
- Street Outreach Workers

An array of services and activities are offered. The following list describes the core areas of training or services that are provided for the Program Participants: Life Skills, Substance Abuse, Anger Management, Conflict Resolution, Job Readiness (Vocational), Citizenship Academy, Moral Reconation Therapy (MRT), Aggression Replacement Training (ART), Thinking For a Change (T4C). Program Participants will also have the opportunity to earn a certification. These certifications will assist program participants in obtaining jobs and/or furthering their education: ServSafe Program, STEM, On-Line Stem Activities, and Tablet Programming: EDOVO or Acellus.

**Youth Empowerment Supervision/Surveillance Program (YES) (Non-VJCCCA)**

The Youth Empowerment Program has established a sub-component that will enhance the Youth Empowerment Program by providing more intensive serves and support to our at risk youth and their families. The Youth Empowerment Supervision Program (YES) will provide ancillary services such as case management, referrals, awareness, education, and aim to reduce truancy through early identification and intervention. This program is designed as an “alternative to secure detention”; however acceptance into this program is not solely based on an appropriate DAI score. CHINS clients will also be served in this program.

**Criteria for Admissions**
All services within the Youth Empowerment Supervision Program are accessible to juveniles between the ages of 8 through 18 years (who committed an offense as a juvenile) who:
• Have been processed through the Hampton/Newport News Court Services or Newport News Department of Human Services.

• Have been adjudicated and ordered to participate by either the Hampton or Newport News Juvenile and Domestic Relations District Courts.

• Have been ordered to participate while under the jurisdiction of the respective Circuit Court pending the appeal process of a juvenile court disposition.

• May be referred by the Newport News Court Services Unit as a consequence for behavior.

Youth can be referred by Newport News Public Schools.
Youth Empowerment Supervision counselors will make a total of (4) four face-to-face contacts per week with a client either at the client’s home, school, place of employment, in the community or at the counselor’s office. The Court or referral source will be given a written report regarding the performance/compliance of the juvenile while on the program.

**Citizenship Academy**

The Youth Empowerment Program hosts a summer opportunity for the highest risk youth, ages 12-17 called the “Citizenship Academy”. The Citizenship Academy is structured broadly to encompass the preparation of young people for their roles and responsibilities as productive citizens and in particular, the role of education in that preparatory process. Education about citizenship encompasses involving juveniles and equipping them with a set of tools (knowledge, understanding, skills, aptitudes, and values) which enable them to participate actively in roles and responsibilities they will encounter in their adulthood, to become productive citizens. This program addresses the need for a healthy and challenging program for youth at risk of delinquency and other problem behaviors during non-school hours, especially during the summer months, and will help transform their free time from a threat to their safety and security into opportunities to participate in an enriching program.

**Criteria for Admissions**

All services within the Youth Empowerment Program are accessible to juveniles between the ages of 12 through 17 years who are referred by one of the below approved sources:

• Newport News Juvenile Domestic Relations Court
• Newport News Court Services Unit
• Newport News Department of Human Services
• Newport News Public Schools
• Newport News Juvenile Services Outreach and Electronic Monitoring Program
• Street Outreach Workers
Community Work Alternative Program (CWAP)

The Community Work Alternative Program (CWAP) serves as a secure placement in nonprofit agencies for youth Court-ordered to complete community service hours. CWAP provides to the court and other agencies a means to hold juveniles accountable for non-compliant behaviors while providing opportunities for these youth to serve their community in a positive manner. This program is accessible to juveniles’ ages 14 through 17 years of age. Juveniles remain in the program until the successful completion of assigned work hours and/or court date or until unsuccessfully terminated. Participants are assigned to various community-based, nonprofit agencies within the cities of Newport News and Hampton.

Criteria for Admissions

All services within the Community Work Alternative Program are accessible to juveniles between the ages of 14 through 17 years who:

- Have been processed through the Newport News Court Services Unit Intake Office.
- Have been adjudicated and ordered to participate by either the Newport News Juvenile and Domestic Relations Court.
- Are ordered to participate while under the supervision of the respective Circuit Court pending the appeal process of a juvenile court conviction.
- Are in post-dispositional status and referred by the assigned Court Services Unit as a graduated sanction for non-compliance with established supervision rules.

Recidivism Reduction Program (RRP)

Criteria for Admissions

The purpose of the Recidivism Reduction Program is to assist youth in need of skills and services to increase their chances of not committing new delinquent acts or criminal offenses and increasing their chances of being successfully released from probation/parole. All services within the Recidivism Reduction Program are accessible to juveniles between the ages of 15 through 18 years who:

- Are at-risk of not graduating from a traditional placement or have completed their General Education Development (GED).
- Are not employed and are not involved in an educational or job skills program.
• Are currently on Juvenile Probation or Parole or were recently released and are currently receiving services from the Department of Human Services for behaviors that place them at risk of further penetrating the justice system.

• Have scored either Moderate or High on the Youth Screening and Assessment Instrument (YASI) administered by the Court Services Unit.

The case manager assigned to the Recidivism Reduction Program will assess youth and family to develop a service plan to address the needs of the client. The case manager will refer client to resources that will assist them with overcoming educational and vocational barriers, conduct visits to the home, school, or place of employment and will monitor the progress of each youth and modify goals and objectives as needed.
NEWPORT NEWS SHERIFF’S OFFICE PROGRAMS

24:7 Dad (6 weeks) Fathers will focus on Self-Awareness, Caring for Self, Parenting Skills, Fathering Skills and Relationship Skills while discussing what makes a man and what makes a father. Fathers will also learn about communication, feelings and being involved. (Good Time Credit)

Adult Basic Literacy Council prepares inmates for possible entry into the GED program.

Alcoholics Anonymous (8 weeks) Offenders learn to recognize the disease and how to live and function responsibly with their addiction. (Good Time Credit)

Anger Management (8 Weeks) Offenders learn how to control anger in a charged atmosphere through setting boundaries, relaxing, and channeling anger into an acceptable response. (Good Time Credit)

Building Bridges with Books (1.5 Hour Session) An audio recording is made of a parent reading to their children (age’s preschool through second grade). This compact disc (CD) is mailed to the family.

Brick Masonry (8 Weeks) The class is designed to provide enough skill and knowledge to qualify participants for an entry level brick masonry job. Materials covered include basic masonry terminology, common masonry units, brick bonds, paving patterns, chimney and fireplace construction, and types of cement and mortar.

Christians Against Substance Abuse (10 Weeks) The program’s goal, without proselytizing (trying to convert somebody to a religious faith), is to produce positive lifestyle changes needed to live drug free. (Good Time Credit)

Community Crossroads The goals of this program are to provide a stable living environment upon release and reduce recidivism while continuing treatment for substance abuse. Only participants or graduates of MRT and Crossroads are eligible for this program. While you are incarcerated you will receive individual and/or group counseling services provided by a licensed clinical service provider.

Crossroads (22 Weeks) A three-phase substance abuse program designed to create a therapeutic approach using an evidence based curriculum. (Good Time Credit)

Disabled Incarcerated Veterans Program: (1 Hour Session) A once a month informational session that will help aid and inform Veteran Service members (SM) of their benefits and rights to benefits while incarcerated. (Military Veterans Only)

DMV Connect: Preparing for release? Get your Virginia identification card before you go. Identification is necessary to secure jobs, open bank accounts, enter public buildings, and apply for benefits. For original Virginia Identification Cards the fee is $16.00 dollars, renewals are $21.00 dollars and $10.00 dollars for a duplicate for those offenders upon release. You need to provide birth certificate. When requesting ID Application please indicate if you need to order Birth Certificate as well so we can provide that form and get it sent out.
Each One Teach One (5 Weeks) The Mission of the Each One Teach One Empowerment program is to provide education and support to women and men who are in a disadvantaged position due to social or economic circumstances. Our goal is to create a spiritual, social, mental, and emotional awakening in each person.

Fatherhood (8 Weeks) Spiritually based parenting skills are taught in an effort to produce healthy family relationships. (Good Time Credit)

Financial Management (4 Weeks) Students are taught about their personal finances. They are shown how to budget their income, how to deal with debt and spending, and how to build wealth through investments. (Good Time Credit)

GED General Educational Development (GED) courses are offered by Newport News Public Schools Adult & Continuing Education within the jail. GED certification is widely recognized as the equivalent to a high school diploma (Good Time Credit only if test is passed).

HIV/AIDS Awareness (3 Hour Session) Offenders learn the facts about AIDS, HIV and other sexually transmitted diseases (STDs) and how to prevent their spread. Only upon completion, can an inmate enter other courses offered at the Newport News City Jail. This is a MANDATORY CLASS and is to be taken every 2 years.

Inside Out Dad (6 Weeks) The nation’s only evidence-based fatherhood program designed specifically for incarcerated fathers. This program helps reduce recidivism rates by connecting incarcerated fathers to their families, providing the motivation to get out of jail and stay out. (Good Time Credit)

Investing In You (8 Weeks) Investing in You is a comprehensive program that delves into the challenges formerly-incarcerated fathers face when searching for employment and reentering family life post-release. The focus in this workshop is on helping the participant understand and get past the barriers they will face in finding employment, tips and strategies for applying and interviewing for jobs, budgeting, realistic expectations post-release, and reentering the family life. (Good Time Credit)

Islamic Faith (5 weeks) An Islamic faith based class that provides spiritual guidance through the Quran and Tajweed.

Life Skills (8 weeks) Students will learn ways to budget wisely, resolve issues, properly communicate and set and achieve goals. (Good Time Credit)

Moral Reconciliation Therapy MRT (12-Step Program) A cognitive-behavioral counseling program that combines education, group and individual counseling, and structured exercises designed to foster moral development.

Narcotics Anonymous (8 Weeks) Students learn to recognize the disease and how to live responsibly without chemical dependency. The group atmosphere provides help from peers and offers an ongoing support network. (Good Time Credit)
National External Diploma Program (8 Months) Use the skills you have gained from life and work experience to demonstrate your reading, writing, and math high school level skills. This web-based program for adults allows you to work through online activities and with an advisor to help you complete the program to achieve HS Diploma.

Reading and Writing: GED Prep (8 Weeks) To prepare students for the reading and writing portion of the GED.

Restoration In God’s Word (6 Weeks) To restore a deeper understanding of the Written and Spoken Word of God, in hopes of establishing applicable applications to walk in and live holistically in The Spirit of God.

Re-Entry Post Release/ Probation & Parole Informational Session (1.5 Hour Session) Returning citizens will be introduced to all the re-entry components and ways to transition back into the community and to inform clients that will be placed on probation/parole what the supervision expectations and guidelines are.

SNAP (6 Weeks) Share Network Access Points (SNAP) in the Newport News City Jail Annex is a one-stop career lab where trained staff will assess and provide students with an array of services to include: resume workshops, cover letters, mock interviews, and financial management. **Must be computer savvy** (Good Time Credit)

Step-Up (6 Weeks) Norfolk-based Step-Up, Inc. offers offenders job development and job placement assistance. This nonprofit agency stresses client follow-up. Clients also receive help in locating other services needed to re-enter the career world as successfully as possible. Those services include housing, transportation, food and clothing **(Good Time Credit)**.

Typing (7 Weeks) Inmates will become competent in typing on a computer at a reasonable speed and learn computer basics. **(Good Time Credit)**

VASAVOR (**Virginia Serious And Violent Offender Re-entry Initiative**) Participants are chosen by the Virginia Department of Corrections and are required to take part in this re-entry program. Services include education, vocational training, employment training; and when applicable residential, mental health, substance abuse treatment, and sex offender services. This is a pilot program available only in Newport News, Fairfax, and Richmond. This is **NOT FOR VOLUNTARY ENROLLMENT**.

Veteran Resume Workshop (3 Hour Session) Virginia Employment Commission veteran representative is present to answer any questions concerning job opportunities for Veterans, and will be the primary point of contact for employment when the inmate is released. A resume is produced which can be used as a starting point for the Newport News Sheriff’s Office post-release re-entry program. This class is co-facilitated by a NNSO re-entry specialist.

Veteran Services (1 Hour Session) A peer support specialist presents information to Veterans to inform them about the Veteran Affairs Health Care Services and to enable them to receive prompt and appropriate care upon re-entering the community after incarceration.

Virginia CARES (1 Hour Session) Participants will be briefed on the available re-entry resources and assistance that Virginia Cares offers.