



WEAVE

Weaving a Violence Prevention Ecosystem

Toolkit



HEALTH
RESOURCES
IN ACTION



CDC Foundation

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Letter from the WEAVE Team

Dear Reader,

Welcome to the WEAVE (Weaving a Violence Prevention Ecosystem) Toolkit. As you take this toolkit into your communities, we hope you find yourself in it, no matter who you are or from where in the field you approach this work. You are an integral part of your community's violence prevention ecosystem, and you have the power to effectively engage and uplift the voices of residents in your community.

As community violence has gained more recognition as a national public health crisis, and the field of Community Violence Intervention (CVI) has grown, the core of this work must not be forgotten. This work has and always will be in service of our community members, our neighbors, our young people who want to grow up in safety, our parents who deserve to watch their children grow into adulthood and the disproportionate number of Black men who are dying as a result of this epidemic. The health of our communities is what drives this work. WEAVE responds to the urgency of this crisis by using a public health approach.

Take, for example, the story of Ms. M, who lost two children to gun violence. When Ms. M stands up and tells her story to a room full of people, she leaves a lasting impression on those who listen. But even more powerful than hearing her story is when Ms. M sits on the board of a local community-based organization, when Ms. M influences budget decisions as a member of the local board of public health's steering committee and when local decision-makers value Ms. M's insight and influence within the violence intervention ecosystem. Meaningful community engagement means more than a single opportunity for Ms. M to speak. Public health institutions and community-based organizations have a responsibility to Ms. M and their local communities to integrate and center perspectives and experiences like hers.

WEAVE wants the voices and choices of our community members to be an integral part of every violence prevention ecosystem across the country. We hope this toolkit helps you build community power where you live, work, study, pray or play. Engaging individuals like Ms. M is not a one-time gesture; it is a continuous commitment to honoring community narratives and incorporating community perspectives into our leadership and decision-making processes.

Sincerely,

The WEAVE Team



Introduction

What is the WEAVE Toolkit?

The Weaving A Violence Prevention Ecosystem (WEAVE) Toolkit is the culmination of a collaborative effort between Health Resources in Action (HRIA), a Boston-based public health non-profit, and the CDC Foundation, with funding from the Centers for Disease Control and Prevention. This project unfolded in three distinct phases, each contributing to the development of the toolkit.

Initially, HRIA's Research and Evaluation team conducted a comprehensive landscape analysis of four major U.S. cities: Boston, MA, Atlanta, GA, Milwaukee, WI and Oakland, CA. Through key informant interviews with leaders in each city's violence intervention ecosystem we explored the strengths and challenges of each ecosystem, collected data on implemented

violence intervention strategies, assessed the existence and strength of connections between organizations and asked about each city's unique history and approach to community violence intervention.

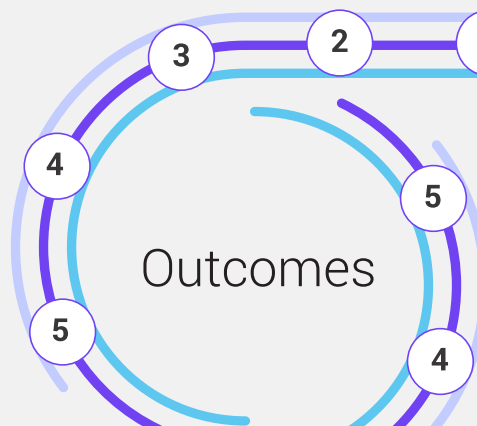
Building on the insights gathered from our landscape analysis, we organized convenings in each of the four cities, addressing the unique needs of their violence intervention ecosystems and creating space to foster connections between community-based organizations and public health institutions. It became evident that one missing element in the formation of violence intervention ecosystems across the country was the empowerment of community members.

Community Capacity Level

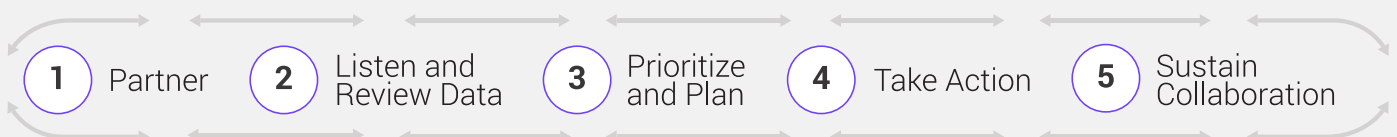


Public Health Institutions

Community-Based Organizations



Steps



With the knowledge gained from the first two phases of this project, the WEAVE team started phase three: drafting this toolkit. The WEAVE toolkit grew out of our key informant interviews, our regional convenings and the myriad conversations had with partners, leaders and—most importantly—community members. The toolkit guides community-based organizations and public health institutions to create community violence prevention ecosystems that build community power and approach community violence as a public health issue.

The WEAVE framework holds three key features:

- 1. The key actors in violence prevention ecosystems**
- 2. The public health approach to community violence and**
- 3. Different levels of community capacity.**

Our project analysis and conversations identified community-based organizations and public health institutions as the two key types of organizations working in every violence intervention ecosystem. The toolkit paces each type of organization through the five steps of the public health approach to community violence:

- 1 Partner**
- 2 Listen and Review Data**
- 3 Prioritize and Plan**
- 4 Take Action**
- 5 Sustain Collaboration**

To respond to the varying realities of every region's violence intervention ecosystem and help toolkit users identify themselves in the framework we address each step of the public health framework through three levels of community capacity:



More information on the types of users, the public health framework and the levels of community capacity can be found later in this toolkit.

Integrating Community Power Building Efforts in Community Violence Intervention

This toolkit provides practical guidance on community power building efforts within the context of community violence intervention. Before you begin supporting your community power building efforts, we wanted to give you a clear understanding of what we mean.

WHAT IS COMMUNITY VIOLENCE?

Community violence happens between unrelated individuals, who may or may not know each other, generally outside the home. Examples include assaults or fights among groups and shootings in public places, such as schools and on the streets.¹

WHAT IS COMMUNITY VIOLENCE INTERVENTION?

Community Violence Intervention (CVI), defined by the United States Department of Justice, is an approach that uses evidence-informed strategies to reduce violence through tailored community-centered initiatives.² These multidisciplinary strategies engage individuals and groups to prevent and disrupt cycles of violence and retaliation and establish relationships between individuals and community assets to deliver services that save lives, address trauma, provide opportunity and improve the physical, social and economic conditions that drive violence.

CENTERING COMMUNITY POWER BUILDING

Community violence intervention is the backdrop of this toolkit. However, this toolkit is not a guide on how to implement community violence interventions. Toolkits and guides to build effective interventions exist, we linked many below. This toolkit offers strategies for organizations aiming to engage deeply and effectively with members of your community while building an intervention.

We use the term “Community Power Building”, adapted from the Lead Local Initiative, to mean a process for achieving health through organizing people to work together to identify and improve the social, economic and environmental determinants of health.³

Community power building in the context of CVI entails actively engaging community members throughout the process of shaping and planning your strategies, it also means holding yourselves and your work accountable to the community it serves.

NOTE OF THANKS

This toolkit was created in collaborations with many partners throughout the country who are actively working to build power in their communities. Thank you for all of your work in this field, and all of your insights and feedback on this toolkit.

¹ Centers for Disease Control and Prevention, About Violence Prevention: <https://www.cdc.gov/violence-prevention/about/index.html>

² United States Department of Justice, Community Violence Intervention: <https://www.ojp.gov/topics/community-violence-intervention>

³ Lead Local, Lead Local Glossary: <https://www.lead-local.org/glossary>

Organizations at the forefront of CVI work at the local and national level. Many resources can be found through these links.

How to approach the work:

- [Cities United](#)
- [National Institution for Criminal Justice Reform \(NICJR\)](#)
- [Community-Based Public Safety Collective \(CBPSC\)](#)
- [The Health Alliance for Violence Intervention \(HAVI\)](#)
- [Medical College of Wisconsin](#)
- [CVI Ecosystem](#)
- [DOJ Community Violence Intervention](#)

Models and trainings:

- [CURE Violence Global](#)
- [Advance Peace](#)
- [The Health Alliance for Violence Intervention \(HAVI\)](#)
- [National Network for Safe Communities \(NNSC\)](#)
- [Professional Community Intervention Training Institute \(PCITI\)](#)
- [The UTEC Training Center for Excellence](#)



Who is the Audience for this Toolkit?

Connection is an essential part of an effective CVI ecosystem. This toolkit helps facilitate meaningful connections between community-based organizations and public health institutions and the communities they serve. By equipping community-based organizations and public health institutions with the tools, strategies and examples they need to integrate community voice and build community power we hope to strengthen CVI ecosystems across the country. We acknowledge the division between community-based organizations and public health institutions is not as distinct in practice as it is on paper, so we encourage users to categorize themselves by what best fits their place in the community.

COMMUNITY-BASED ORGANIZATIONS

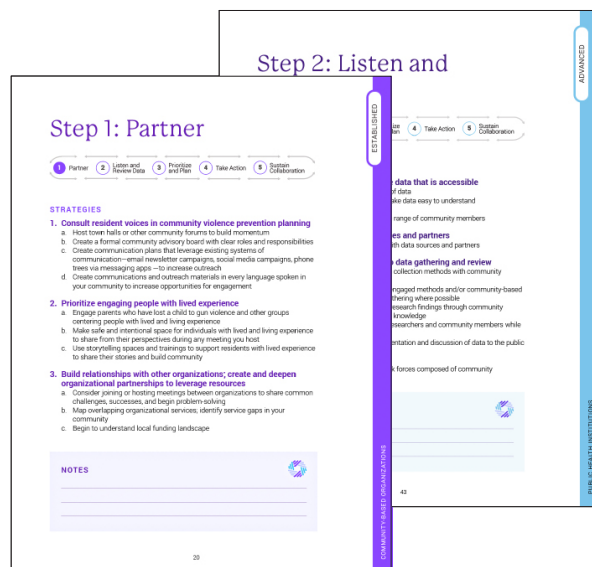
Our definition of community-based organizations includes local non-profits, grassroots organizations, other local non-medical service providers, collaboratives and philanthropic organizations.

PUBLIC HEALTH INSTITUTIONS

Our definition of public health institutions includes health departments, state, tribal, local and territorial public health departments, hospitals and medical systems, local boards of health, offices of violence prevention and other units of government.

Community Capacity and the Community Assessment

The WEAVE toolkit considers three levels of community capacity: emerging, established and advanced. Each level of community capacity contains a set of strategies for each of the five steps in the WEAVE framework. Tactics within each strategy help put strategies into practice.



5. Existing partnerships to address community violence
6. Resources allocated to respond to community violence (e.g., financial, staffing, time, etc.)
7. Past efforts to address community violence (e.g., previous city plans to address violence, community plans, etc.)
8. Existing efforts to address community violence
9. Political/public will of community-based efforts to address violence

Upon completion of the assessment, you will receive a score to help determine which level of community capacity (emerging, established or advanced) best aligns with your current state. Although the assessment will place you into a single community capacity level, you may find value in strategies and tactics in another capacity level as you move through the five steps of the framework. The self-assessment score is meant to be a flexible grounding point.

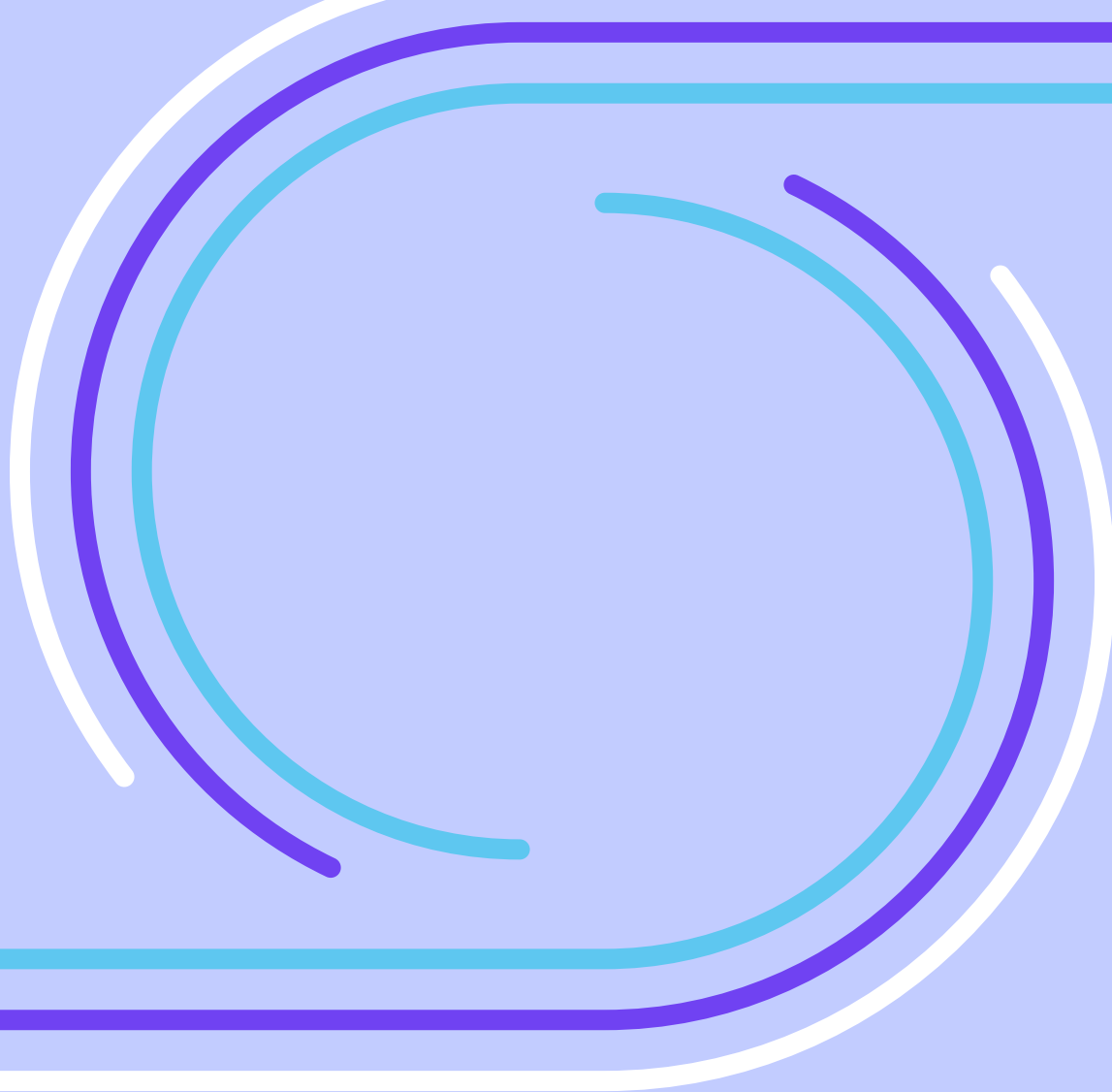
WHERE SHOULD YOU BEGIN?

We recommend taking a moment to complete the Community Assessment. The Community Assessment is to help you (and your team) reflect on your local community in relation to the following domains:

1. Community knowledge of community violence (e.g., Community knowledge of violence as a public health issue)
2. Community climate regarding community violence
3. Existing leadership in community violence prevention
4. Existing organizations, persons or offices working to address community violence

WHAT IS COMMUNITY CAPACITY?

Community capacity is distinct from organizational capacity. In the WEAVE framework, community capacity for CVI is about the readiness of your community as a whole, not just individual organizations, to apply a public health lens in your community violence prevention work.



Community Capacity Assessment

WEAVE Community Capacity Assessment

Use this Community Capacity Assessment to determine the community capacity level in the WEAVE toolkit that best aligns with your community. When taking this assessment, think of your local community—meaning anyone who lives, works, plays, prays or learns in that geographic area—to help you answer the questions. After answering all the questions, add up your totals to determine your community capacity level and guide your use of the toolkit.

1 = Strongly Disagree | 2 = Disagree | 3 = Neither Agree nor Disagree | 4 = Agree | 5 = Strongly Agree

Domain 1

Community knowledge of community violence (e.g., Community knowledge of violence as a public health issue)	1	2	3	4	5
Members of my community understand the definition of community violence.					
Members of my community understand that community violence is a public health issue.					
Members of my community know accurate information about the prevalence of community violence in my neighborhood/community.					
TOTAL					

Domain 2

Community climate regarding community violence	1	2	3	4	5
Community violence is an issue that should be addressed in my community.					
Community members feel like community violence is a problem that can be solved.					
Community members recognize that community-based organizations and public health institutions can collaborate to address community violence.					
TOTAL					

1 = Strongly Disagree | 2 = Disagree | 3 = Neither Agree nor Disagree | 4 = Agree | 5 = Strongly Agree

Domain 3

Existing leadership in community violence prevention	1	2	3	4	5
I can identify/name existing leadership in my community that serves as a voice in the community violence prevention space.					
Existing leadership in my community is trusted and seen as reliable by community members/residents .					
Existing leadership in my community is trusted and seen as reliable by community-based organizations .					
Existing leadership in my community is trusted and seen as reliable by public health institutions .					
TOTAL					

Domain 4

Existing organizations, persons or offices working to address community violence	1	2	3	4	5
There are community-based organizations addressing community violence in my community.					
There are public health institutions addressing community violence in my community.					
There are community residents addressing community violence in my community.					
TOTAL					

1 = Strongly Disagree | 2 = Disagree | 3 = Neither Agree nor Disagree | 4 = Agree | 5 = Strongly Agree

Domain 5

Existing partnerships to address community violence	1	2	3	4	5
There are community-based organizations working together to address community violence.					
There are community-based organizations and public health institutions working in partnership to address community violence.					
The community violence prevention and intervention ecosystem convenes regular meetings.					
TOTAL					

Domain 6

Resources allocated to respond to community violence (e.g., financial, staffing, time, etc.)	1	2	3	4	5
My community has sufficient funding sources set aside to address community violence.					
My community has sufficient violence intervention and prevention staff to support initiatives that address community violence.					
My community has diverse funding sources (e.g., federal, state, city, private, philanthropic) available to address community violence.					
TOTAL					

1 = Strongly Disagree | 2 = Disagree | 3 = Neither Agree nor Disagree | 4 = Agree | 5 = Strongly Agree

Domain 7

Past efforts to address community violence (e.g., previous city plans to address violence, community plans, etc.)	1	2	3	4	5
Public health institutions in my community previously drafted and/or implemented plans to address violence.					
Community-based organizations in my community previously drafted and/or implemented plans to address violence.					
Residents or other members of my community were engaged and brought into previous efforts to address community violence.					
TOTAL					

Domain 8

Existing efforts to address community violence	1	2	3	4	5
There are existing, ongoing efforts to address community violence in my community.					
Residents and members of my community are aware of existing efforts to address community violence.					
Residents and members of my community are engaged in existing efforts to address community violence.					
TOTAL					

1 = Strongly Disagree | 2 = Disagree | 3 = Neither Agree nor Disagree | 4 = Agree | 5 = Strongly Agree

Domain 9

Political/public will of community-based efforts to address violence	1	2	3	4	5
Community members believe that community violence can and should be addressed by community-based efforts.					
Community leaders believe that community violence can and should be addressed by community-based efforts.					
Political and public officials believe that community violence can and should be addressed by community-based efforts.					
TOTAL					

TOTAL ACROSS ALL DOMAINS: _____

Mapping Capacity	
26 – 95	EMERGING
96 – 119	ESTABLISHED
120 - 140	ADVANCED

NOTE

The Community Capacity Assessment is intended to serve as a tool for reflection on your community's place in the field of violence prevention and intervention. If you do not place in the capacity level that you feel best represents your community, please trust what you know about your community and go forward with the capacity level that you think is a better fit.

COMMUNITY POWER BUILDING STRATEGIES FOR

Community- Based Organizations



Community Power Building Strategies for Community-Based Organizations



Step 1: Partner

Identify, connect and build relationships with community members, community-based organizations and public health institutions.

Step 2: Listen and Review Data

Understand local context and consult data sources including community experience and expertise.

Step 3: Prioritize and Plan

Evaluate and align community priorities to create plans that meet community needs.

Step 4: Take Action

Implement plans created in previous step to build a community violence prevention ecosystem.

Step 5: Sustain Collaboration

Communicate with partners, share resources and consistently (re)connect to maintain community violence prevention ecosystems and build community power.

Step 1: Partner



STRATEGIES


- 1. Invite resident voices into community violence prevention planning**
 - a. Identify active residents and local leaders
 - b. Host smaller informal meetings to encourage open dialogue and build momentum for larger, structured conversation efforts

- 2. Prioritize engaging people with lived experience**
 - a. Attend meetings hosted for families impacted by and survivors of gun violence
 - b. Create safe and intentional space to uplift the perspectives of individuals with lived and living experience during any meeting you host

- 3. Build relationships with other organizations; create and deepen organizational partnerships to leverage resources**
 - a. Identify potential partners
 - b. Begin outreach to other organizations and learn what services they provide and how your organizations can work together
 - c. Research the local public health environment to better understand the local context in CVI funding and action

- 4. Have an active presence in the community in which you are working**
 - a. Seek out, attend and participate in community events
 - b. Make staff available to listen to community concerns and perspectives

NOTES



Step 2: Listen and Review Data



STRATEGIES

1. Find out what data is accessible to you

- a. Conduct an initial review of available data sources including crime reports, hospital records, community surveys, etc.
- b. Include informal data sources such as community surveys, community health needs assessments, transcripts from local community meetings and focus groups, etc.

2. Build relationships with formal and informal data providers

- a. Begin building relationships with agencies, hospitals, police departments and other providers of formal data
- b. Begin building relationships with neighbors and other providers of informal data


3. Review data with community members

- a. Attend community meetings to introduce data findings and gather insights
- b. Use simple visual aids (charts, graphs) to present data
- c. Encourage community members to share their insights

4. Analyze your data

- a. Analyze data and confirm that community voice is included in your sources

NOTES



Step 3: Prioritize and Plan



STRATEGIES

1. Invite community members to share their priorities

- a. Attend meetings to discuss community concerns and priorities
- b. Use focus groups to get community experiences and priorities
- c. Consider leveraging virtual, digital, print or other avenues outside of meetings to collect community concerns and priorities

2. Invite community members into planning process

- a. Conduct community meetings to help community members build an understanding of varied approaches to CVI
- b. Create opportunities to introduce community members to the planning process
- c. Facilitate process for community feedback and input on planning process

3. Share plans with all organizational partners

- a. Share CVI plans with community-based organizational partners
- b. Leverage connections with public health institutions to build relationships

4. Include resident voice in final approval processes

- a. Attend and participate in community events
- b. Allow residents to review and endorse CVI plans
- c. Solicit continual feedback through community meetings or online platforms

NOTES



Step 4: Take Action



STRATEGIES

1. Use resident voices in the implementation of plans

- Organize focus groups or listening sessions with community residents to gather input and insights on the implementation of plans
- Create a safe and inclusive space for residents to share their perspectives, experiences and preferences

2. Collaborate and communicate throughout all phases of implementation

- Establish communication channels with regular meetings, email updates and communications with teams, partners and residents
- Create a centralized way of sharing resources and updates with the team and the community

3. Be thoughtful about who is on your team and what role they play

- Thoughtfully consider who is on your team and their connections with the community
- Include community members in implementation teams and ensure they have clear active roles
- Provide space and support for all team members' physical and mental wellbeing

4. Build community capacity for addressing community violence as a public health issue

- Share information about how community violence is a public health issue through in-person efforts, email and social media
- Grow connections with public health institutions to collaborate on this effort

NOTES



Step 5: Sustain Collaboration



STRATEGIES

1. Continue to sustain collaboration and communication between your organization and the community

- a. Draft regularly (e.g., quarterly) communications to the community that share updates on the progress of implemented actions
- b. Attend community meetings with the intention of sharing progress

2. Promote sustainability in public health interventions

- a. Collect basic evaluation of your intervention to share with community
- b. Meet with local public health leaders to advance priorities identified in “Step 3: Prioritize and Plan”
- c. Identify potential funding sources to continue work started
- d. Engage and support community members to provide support for funding sources

NOTES



Step 1: Partner



STRATEGIES

1. Consult resident voices in community violence prevention planning

- a. Host town halls or other community forums to build momentum
- b. Create a formal community advisory board with clear roles and responsibilities
- c. Create communication plans that leverage existing systems of communication—email newsletter campaigns, social media campaigns, phone trees via messaging apps—to increase outreach
- d. Create communications and outreach materials in each language spoken in your community to increase opportunities for engagement

2. Prioritize engaging people with lived experience

- a. Engage parents who have lost a child to gun violence and other groups centering people with lived and living experience
- b. Make safe and intentional space for individuals with lived and living experience to share from their perspectives during any meeting you host
- c. Use storytelling spaces and trainings to support residents with lived experience to share their stories and build community

3. Build relationships with other organizations; create and deepen organizational partnerships to leverage resources

- a. Consider joining or hosting meetings between organizations to share common challenges, successes and begin problem-solving
- b. Map overlapping organizational services; identify service gaps in your community
- c. Begin to understand local funding landscape

NOTES



Step 2: Listen and Review Data



STRATEGIES

1. Review and update the data accessible to you

- a. Set a schedule to regularly conduct a data review including an inventory of formal and informal data sources
- b. Make sure the data is accurate and validate it with community members
- c. Use community review to determine which data sources will be the most helpful to your work

2. Share resources with formal and informal data providers

- a. Provide support for the public availability of data
- b. Build and grow connections across agencies and other providers of formal and informal data


3. Review data with community members

- a. Organize workshops with community members and experts
- b. Collaboratively review data trends and patterns
- c. Establish themes and contextualize the story that the data tells

4. Analyze your data

- a. Collaborate with community members on data analysis
- b. Confirm with community members you have an appropriate amount of community voice in your data sources

NOTES



Step 3: Prioritize and Plan



STRATEGIES


- 1. Ensure community members are sharing their priorities and involved in final prioritization processes**
 - a. Organize community gatherings where community members provide input on their priorities
 - b. Provide sufficient time for public review and create a clear process for residents to rank priorities

- 2. Engage community members in the planning process**
 - a. Host community workshops to introduce community members to the planning process
 - b. Use local leaders or trusted community partners to facilitate planning sessions

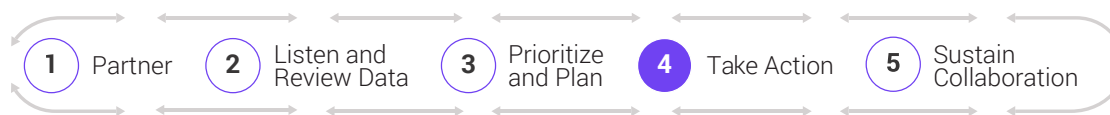
- 3. Consult all organizational partners in the planning process**
 - a. Share CVI plans with organizational partners and seek their feedback and alignment
 - b. Organize joint brainstorming sessions to identify long-term collaboration and planning

- 4. Involve resident voice in final approval processes**
 - a. Organize community-wide assemblies where residents review and determine CVI plans
 - b. Solicit feedback through community meetings or online platforms

NOTES



Step 4: Take Action



STRATEGIES

1. Use resident voices in implementation of plans

- a. Provide training, resources and support for residents to effectively engage in implementation plans
- b. Incorporate resident feedback and recommendations into actions and implementation

2. Collaborate and communicate throughout all phases of implementation

- a. Schedule regular meetings with community members to review progress, address challenges and make decisions collaboratively
- b. Provide opportunities for community members to share updates, raise concerns and provide input on key decisions

3. Be thoughtful about who is on your team and what role they play

- a. Select outreach and community facing roles for those who reflect and connect to the community you are serving
- b. Ensure community members have active roles in implementation teams and ensure these roles support their skills, strengths and capabilities
- c. Provide opportunities for skill development around community engagement to fill any gaps or areas of improvement
- d. Provide space and support for all team members' physical and mental wellbeing

4. Build community capacity for addressing community violence as a public health issue

- a. Host community forums that describe how community violence is a public health issue
- b. Provide opportunities for community residents to learn about community violence intervention efforts from other communities
- c. Share information about how community violence is a public health issue through email and social media campaigns
- d. Collaborate with public health institutions to grow community capacity on this effort
- e. Leverage political will, begin movement building and educate policy makers about mobilizing community to build support

Step 5: Sustain Collaboration



STRATEGIES

1. Continue to sustain collaboration and communication between your organization, the community and other community-based organizations

- a. Provide frequent updates that allow the community to understand the progress of implemented actions and who the implementers are
- b. Host community meetings where you share progress on implemented actions
- c. Equip your CVI implementers with talking points, materials or other useful resources to share updates with community members while they are working in the community
- d. Send regular updates to other local community-based organizations to share progress

2. Promote sustainability in public health interventions

- a. Conduct robust outcome evaluations of your interventions based on priorities and measurement shared and co-created by community
- b. Convene community members and local public health institutions to discuss how they might continue or promote work in CVI
- c. Apply for further funding to support the sustainability of CVI efforts
- d. Engage community residents in local efforts to provide support for CVI resources from state and local sources

NOTES



Step 1: Partner



STRATEGIES

1. Incorporate resident voices into community violence prevention planning

- a. Formalize, empower and evaluate the community advisory board
- b. Host regular, large-scale meetings where community residents can join and be engaged in CVI discussions
- c. Manage a consistent social media presence along with social media campaigns to maintain interest and engagement among residents
- d. Create and maintain several pathways of bidirectional communication in each language spoken in your community

2. Prioritize engaging people with lived experience

- a. Give training for staff to support individuals with lived experience and create more comfortable spaces
- b. Create meeting spaces that center the experience and expertise of individuals with lived experience

3. Build relationships with other organizations; deepen organizational partnerships to leverage resources

- a. Host regular ecosystem convenings
- b. Co-apply or share funding with other community-based organizations; work with public health institutions to secure further funding
- c. Attend national or regional meetings of CVI experts to learn best practices to implement in your communities
- d. Leverage and build on existing community efforts

4. Have an active presence in the community in which you are working

- a. Host community events that support and respond to community needs
- b. Devote resources to building staff leadership and capacity building to empower staff to support community members
- c. Hire trusted community members to meaningful positions in your organization, specifically in your organization's leadership of CVI activities

Step 2: Listen and Review Data



STRATEGIES

1. Incorporate community voice into data review, study design and implementation

- a. Engage community members in design of data collection, analysis and review
- b. Engage community members in presentation and discussion of data to the public

2. Collaborate with other data sources and partners

- a. Provide support for more public availability of data
- b. Partner with institutions and organizations to collect and include community-based data

3. Create a data dashboard with the data accessible to you

- a. Integrate data from multiple sources (e.g., law enforcement, healthcare providers, social services)
- b. Add publicly available data dashboards from multiple sources

4. Analyze your data

- a. Establish advisory committees or task forces composed of community representatives to analyze data
- b. Contact local colleges and universities to determine if they have evaluators to help with analysis of data

NOTES



Step 3: Prioritize and Plan



STRATEGIES

- 1. Ensure community members are sharing their priorities and involved in final prioritization processes**
 - a. Co-lead a process with residents for public review and ranking of prioritization
 - b. Create a clear and transparent system for residents to engage in ranking priorities
- 2. Co-lead the planning process with community members**
 - a. Create collaborative planning teams that are resident led or co-facilitated with residents
 - b. Create additional planning sessions for additional resident and community involvement
- 3. Consult all organizational partners in the planning process**
 - a. Create coalitions to share CVI plans with organizational partners
 - b. Create gatherings to seek their continued feedback and alignment
 - c. Build collaborative long-term systems for ongoing planning
- 4. Ensure community members co-lead the final plan approval**
 - a. Form panels comprising community members, experts and stakeholders to evaluate and approve final CVI plans
 - b. Empower residents to evaluate CVI outcomes and recommend adjustments as needed

NOTES



Step 4: Take Action



STRATEGIES

1. Use resident voices in implementation of plans

- a. Identify and empower resident leaders who can serve as champions for the implementation of plans within their communities
- b. Empower resident leaders to effectively engage and support their peers in providing feedback and engagement with CVI implementation

2. Collaborate and communicate throughout all phases of implementation

- a. Foster a culture of transparency and accountability by sharing information openly and proactively with the community
- b. Use digital platforms and tools to encourage real-time communication and collaboration with community about implementation
- c. Explore innovative communication methods to engage a wider community audience for input

3. Be thoughtful about who is on your team and what role they play

- a. Create a team that is reflective of residents and community members (i.e., including individuals who share formal and informal lived experience and represent the age-groups, ethnic and linguistic diversity of community)
- b. Ensure that community members have active roles in implementation teams beyond oversight and supervision and ensure these roles support their skills, strengths and capabilities
- c. Provide opportunities for training and skill development around community engagement to fill any gaps or areas of improvement
- d. Provide space and support for all team members' physical and mental wellbeing

4. Build community capacity for addressing community violence as a public health issue

- a. Provide training sessions on how community violence is a public health issue
- b. Co-create with residents localized campaigns about how community violence is a public health issue and share widely
- c. Collaborate with public health institutions to increase efforts and resources to grow the community capacity on this effort
- d. Encourage action from public health institutions and the local government

Step 5: Sustain Collaboration



STRATEGIES

1. Continue to sustain collaboration and communication between your organization, the community, other community-based organizations and public health institutions

- Invite and compensate engaged community members to draft updates for your regular communications that share their perspectives on ongoing implementation plans and their success
- Host regular community meetings in collaboration with other community organizations or public health institutions in trusted community spaces
- Create thoughtful print and digital communications materials for your CVI implementers to share within the community
- Host regular meetings with all local community-based organizations to share learnings, evaluate ongoing campaigns and course correct as necessary

2. Promote sustainability in public health interventions

- Hire evaluators trusted by the community to develop a plan to conduct both process and outcome evaluations of your interventions that answer key questions elevated by community members during the “Step 3: Prioritize and Plan” stage
- Build community capacity to promote further CVI funding while supporting efforts with community-based organizations and public health institutions partners
- Co-apply for funding with other local community-supported community-based organizations to create a robust, non-competitive, well-resourced CVI ecosystem

3. Promote public funding for CVI interventions at the local, state and federal level

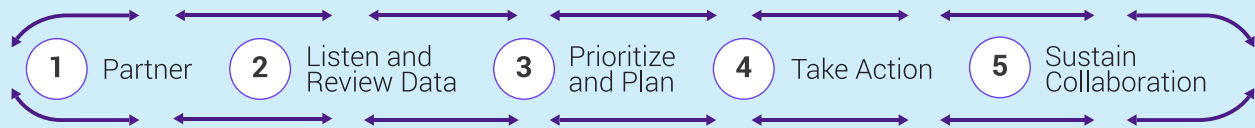
- Engage and support community members to explore, design and promote funding in the form of recurring grants, general fund support and/or tax measures for CVI work at the local level
- Engage and support community members to educate about and promote public support of CVI with their local legislators and federal representatives



COMMUNITY POWERING BUILDING STRATEGIES FOR

Public Health Institutions

Community Power Building Strategies for Public Health Institutions



Step 1: Partner

Identify, connect and build relationships with community members, community-based organizations and public health institutions.

Step 2: Listen and Review Data

Understand local context and consult data sources including community experience and expertise.

Step 3: Prioritize and Plan

Evaluate and align community priorities to create plans that meet community needs.

Step 4: Take Action

Implement plans created in previous step to build a community violence prevention ecosystem.

Step 5: Sustain Collaboration

Communicate with partners, share resources and consistently (re)connect to maintain community violence prevention ecosystems and build community power.

Step 1: Partner



STRATEGIES

1. Invite resident voices into strategic planning

- a. Identify active residents, local leaders and community-based organizations that are already engaged in organizing residents
- b. Host small local meetings or listening sessions to build rapport between public health institutions and residents

2. Prioritize engaging people with lived experience

- a. Create safe spaces where people with different levels of lived experience are comfortable
- b. Attend meetings hosted for families impacted by and survivors of gun violence
- c. Make intentional space to uplift the perspectives of individuals with lived and living experience to share from their perspectives during any meeting you host
- d. Intentionally create space for those with lived experience inside your organizational structure

3. Build relationships with other organizations; create and deepen organizational partnerships to leverage resources

- a. Identify potential community-based organizations working with residents in the community in which you are working
- b. Identify other public health institutions doing CVI work
- c. Begin outreach to other organizations to better understand what services they provide, their connections and how your department can best work together with them to support their work

4. Have an active presence in the community in which you are working

- a. Attend and participate in community events
- b. Use staff and resources, as legally and ethically permitted, to support the community as any needs, crises or other happenings arise

Step 2: Listen and Review Data



STRATEGIES

1. Find out what data is accessible

- a. Conduct an initial review of available data sources, including hospital records, law enforcement reports and community surveys
- b. Include informal and formal data sources
- c. Prioritize data sources based on relevance to community violence prevention goals and potential for collaboration with community members

2. Build relationships with data sources and partners

- a. Identify key stakeholders in the community, such as hospitals, police departments and community organizations, that hold relevant data
- b. Reach out to potential data agencies and providers through formal meetings, networking events or informational interviews
- c. Begin building relationships with informal data partners that can provide support in accessing community voice into data points

3. Review data with community members

- a. Organize focus groups or community forums to introduce community members to available data and solicit their feedback
- b. Use plain language and visual aids to present data in a format that is accessible and easy to understand
- c. Facilitate open discussions to encourage community members to share their interpretations of the data and provide insights based on their lived experiences

4. Analyze your data

- a. Analyze data and confirm that community voice is included in your sources
- b. Contact local colleges and universities to determine if they have evaluators to help with data analysis

Step 3: Prioritize and Plan



STRATEGIES

1. Invite community members to share their priorities

- Attend meetings to hear community concerns and priorities
- Use focus groups to understand community experiences and priorities
- Consider leveraging virtual, digital, print or other avenues outside of meetings to collect community concerns and priorities

2. Invite community members into the planning process

- Conduct community meetings to help community members build an understanding of varied approaches in CVI
- Create opportunities to introduce community members to the planning process
- Facilitate process for community feedback and input on planning process

3. Share plans with all organizational partners

- Share CVI plans with community-based organizational partners
- Leverage connections with other institutions to build relationships and support for community voice

4. Include resident voice in final approval processes

- Attend and participate in community events
- Allow residents to review and endorse CVI plans
- Solicit continual feedback through community meetings or online platforms

NOTES



Step 4: Take Action



STRATEGIES

1. Co-create with residents to implement plans

- Organize focus groups or listening sessions with community residents to gather input and insights on the implementation of plans
- Create a safe and inclusive space for residents to share their perspectives, experiences and preferences
- Empower residents to actively participate in decision-making processes regarding implementation plans

2. Collaborate and communicate at the start of implementation

- Establish communication channels with regular meetings, email updates and communications with teams, partners and residents
- Foster transparent and open communication to ensure alignment and shared understanding among community-based organizations and residents

3. Be thoughtful about who is on your team and what role they play

- Thoughtfully consider who is on your team and their connections with the community
- Include community members in implementation teams and ensure they have clear active roles
- Provide space and support for all team members' physical and mental wellbeing

4. Build community capacity for addressing community violence as a public health issue

- Share information about how community violence is a public health issue through in-person efforts, email and social media
- Collaborate with community-based organizations and other residents to organize educational forums and workshops on the public health implications of community violence

Step 5: Sustain Collaboration



STRATEGIES

- 1. Ensure longevity of investment in community violence interventions**
 - a. Collect basic outcome evaluation data of your intervention to share with the community
 - b. Begin assessing whether some institutional resources can be identified to support community organizations

- 2. Continue to sustain collaboration and communication between your institution and the community**
 - a. Draft regularly (e.g., quarterly) communications to the community that share updates on the progress of implemented actions
 - b. Attend community meetings to share progress and answer questions

NOTES



Step 1: Partner



STRATEGIES

1. Consult resident voices in strategic planning

- a. Invite engaged residents to participate in any institutional strategic planning efforts
- b. Host town halls, community meetings or use existing public meetings to share updates on strategic planning and gather resident perspective
- c. Manage a consistent social media presence along with social media campaigns to maintain interest and engagement among residents
- d. Create and maintain several pathways of bidirectional communication in each language spoken in your community


2. Prioritize engaging people with lived experience

- a. Establish a presence in any local survivor or other lived experience groups in your community
- b. Create storytelling opportunities to foster trust and community building among community members and with your organization

3. Build relationships with other organizations; create and deepen organizational partnerships to leverage resources

- a. Consider hosting meetings with local or regional public health institutions
- b. Consider joining national meetings or convenings on CVI
- c. Fund or sponsor community events as legally permitted

NOTES



Step 2: Listen and Review Data



STRATEGIES

1. Review and update accessible data

- Set a schedule to regularly conduct a data review including an inventory of formal and informal data sources
- Use a community member review to confirm data is accurate

2. Share resources with data sources and partners

- Educate about open data policies and practices to promote transparency and collaboration across agencies and organizations
- Grow connections with informal data partners that can provide support in accessing community voice into data

3. Review data with community members

- Organize capacity building workshops or sessions where community members can explore data trends, patterns and implications for violence prevention
- Have members review data and connect it to their own lived experiences and local knowledge
- Incorporate community feedback into data interpretation

4. Analyze your data

- Collaborate with community members on data analysis
- Confirm with community members that the community voice is in your data sources

NOTES



Step 3: Prioritize and Plan



STRATEGIES


- 1. Ensure community members share their priorities and are involved in final prioritization processes**
 - a. Organize community gatherings where community members provide input on their priorities
 - b. Provide sufficient time for public review and create a clear process for residents to rank priorities

- 2. Engage community members in the planning process**
 - a. Co-host community workshops with community-based organizations to introduce community members to the planning process
 - b. Use local leaders or trusted community partners to facilitate planning sessions

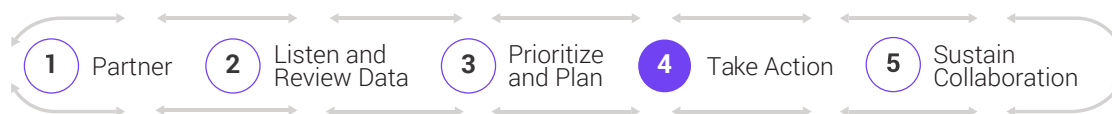
- 3. Consult all organizational partners in the planning process**
 - a. Share CVI plans with organizational partners and seek their feedback and alignment
 - b. Organize joint brainstorming sessions to identify long-term collaboration and planning

- 4. Involve resident voice in final approval processes**
 - a. Organize community-wide assemblies where residents review and provide input into CVI plans
 - b. Allow time for public comments on draft plans. Solicit feedback through community meetings or online platforms

NOTES



Step 4: Take Action



STRATEGIES

1. Co-create with residents to implement plans

- a. Provide training, resources and support for residents to effectively engage in implementation plans
- b. Incorporate resident feedback and recommendations into actions and implementation
- c. Empower residents to take on leadership roles in guiding implementation efforts within their communities

2. Collaborate and communicate at the start of implementation

- a. Schedule regular meetings with community members to review progress, address challenges and make decisions collaboratively
- b. Provide opportunities for community members to share updates, raise concerns and provide input on key decisions
- c. Foster a culture of open communication and collaboration to ensure that all partners are engaged and informed throughout the implementation process

3. Be thoughtful about who is on your team and what role they play

- a. Select outreach and community facing roles for those who reflect and connect to the community you are serving
- b. Ensure that community members have active roles on implementation teams and ensure these roles support their skills, strengths and capabilities
- c. Provide space and support for all team members' physical and mental wellbeing

4. Build community capacity for addressing community violence as a public health issue

- a. Host community forums in collaboration with community-based organizations that describe how community violence is a public health issue
- b. Provide opportunities for community residents to learn about community violence intervention efforts from other communities
- c. Share information about how community violence is a public health issue through email and social media campaigns
- d. Leverage political will, begin movement building and educate policy makers about mobilizing community to build support

Step 5: Sustain Collaboration



STRATEGIES


1. Ensure longevity of investment in community violence interventions

- a. Conduct robust outcome evaluations of your interventions based on community priorities and create reports that help communicate the value of community participation in community violence efforts
- b. Create new policies or amend existing policies to be non-prohibitive and allow smaller community-based organizations to access institutional funds
- c. Host conversations with other public health institutions, local community-based organizations and community members to create supportive strategies that will create consistent funds for CVI efforts

2. Continue to sustain collaboration and communication between your organization, the community and other public health institutions

- a. Provide frequent updates that allow community to understand the progress of implemented actions and who the implementers are
- b. Host community meetings to share progress on implemented actions
- c. Equip your intervention implementers with talking points, materials or other useful resources to share updates with community members while working within the community
- d. Send regular updates to other local public health institutions or community-based organizations to share progress

NOTES



Step 1: Partner



STRATEGIES

1. Incorporate resident voices into strategic planning

- a. Change the structure of public meetings to center two-way conversations where community residents can share feedback that will be meaningfully consulted
- b. Formalize, empower and evaluate the effectiveness of your community advisory board to ensure that resident perspectives are being gathered and meaningfully consulted
- c. Hold meetings with residents and other community members throughout the planning process; ensure community voice informs the initiation of the planning process, the development of the plan and the review process

2. Prioritize engaging people with lived experience

- a. Train staff to support residents with lived experience and create more inclusive and safe events
- b. Center lived experience in all decision making related to CVI

3. Build relationships with other organizations; deepen organizational partnerships to leverage resources

- a. Build a broader set of allies among other public health institutions and community-based organizations
- b. Pool funds as legally permissible and share training opportunities between partner organizations
- c. Conduct regular ecosystem convenings to share resources, best practices and learnings
- d. Leverage and build on existing community efforts

4. Have an active presence in the community in which you are working

- a. Fund or sponsor community events as legally and ethically permissible
- b. Ensure that your staff members are trusted in the community by making them accountable and available to community members through frequent participation in community events
- c. Hire staff that live in the community and have lived experience
- d. Include professional development and leadership opportunities

Step 2: Listen and Review Data



STRATEGIES

- 1. Create a data dashboard from the data that is accessible**
 - a. Provide support for more public availability of data
 - b. Use data visualization practices to make data easy to understand
 - c. Include data from multiple sources
 - d. Ensure data is accessible to all community members

- 2. Collaborate with other data sources and partners**
 - a. Establish data-sharing agreements with data sources and partners

- 3. Incorporate community voice into data gathering and review**
 - a. Co-design a system for collecting data with community members
 - b. Implement the system and gather data with a community-based participatory approach
 - c. Verify the accuracy and relevance of the data collected through community members' lived experiences and local knowledge
 - d. Maintain an open dialogue between data collectors and community members while reviewing data
 - e. Engage community members in presentation and discussion of data to the public

- 4. Analyze your data**
 - a. Establish advisory committees or task forces composed of community representatives to analyze data

NOTES



Step 3: Prioritize and Plan



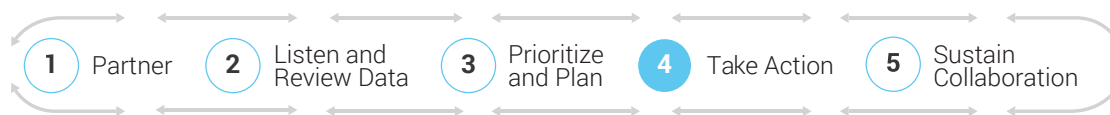
STRATEGIES

- 1. Ensure community members share their priorities and are involved in final prioritization processes**
 - a. Co-lead a process with residents for public review and ranking of prioritization, including community co-chairs
 - b. Create a clear and transparent system for residents to engage in ranking priorities
- 2. Co-lead planning process with community members**
 - a. Create collaborative planning teams that are resident-led or co-facilitated with residents
 - b. Create additional planning sessions for additional resident and community involvement
- 3. Consult all organizational partners in the planning process**
 - a. Create coalitions to share CVI plans with organizational partners
 - b. Organize meetings to seek their continued feedback and alignment
 - c. Build collaborative long-term systems for ongoing planning
- 4. Resident co-led voice in final plan approval**
 - a. Form panels comprising community members, experts and stakeholders to evaluate and approve final CVI plans
 - b. Empower residents to evaluate CVI outcomes and recommend adjustments as needed

NOTES



Step 4: Take Action



STRATEGIES

1. Use resident voices in implementation of plans

- a. Identify and empower resident leaders who can serve as champions for the implementation of plans within their communities
- b. Empower resident leaders to effectively engage and support their peers in providing feedback and engagement with CVI implementation
- c. Establish mechanisms for ongoing resident engagement and feedback to ensure continuous improvement and adaptation of implementation strategies, such as dashboards

2. Collaborate and communicate at the start of implementation

- a. Foster a culture of transparency and accountability by sharing information openly and proactively with the community
- b. Use digital platforms and tools to encourage real-time communication and collaboration with community about implementation
- c. Explore innovative communication methods to engage a wider community audience for input

3. Be thoughtful about who is on your team and what role they play

- a. Create a team that is reflective of residents and community members (i.e., including individuals who share formal and informal lived experience and represent the age-groups, ethnic and linguistic diversity of community)
- b. Ensure that community members have active roles in implementation teams beyond oversight and supervision and ensure these roles support their skills, strengths and capabilities
- c. Provide opportunities for training and skill development around community engagement to fill any gaps or areas that need improvement
- d. Prioritize the holistic wellbeing of team members by providing resources and support for physical, mental and emotional health

4. Build community capacity for addressing community violence as a public health issue

- a. Provide training sessions on how community violence is a public health issue and its impact on community wellbeing
- b. Co-create with residents localized campaigns about how community violence is a public health issue and share widely
- c. Leverage your role and position to provide support for actions and resources from institutions and the local government

Step 5: Sustain Collaboration



STRATEGIES

1. Ensure longevity of investment in community violence interventions

- a. Invite residents into robust process and outcome evaluations to evaluate the effectiveness of your CVI efforts, whether they built community power and whether they advanced community priorities identified in the “Step 3: Prioritize and Plan” stage
- b. Utilize mini-grants, long term grants or other forms of funding to distribute resources to community-based organizations and other community members to sustain and build community violence ecosystem
- c. Create a platform to join community members, community-based organizations and other public health institutions to establish diverse funding sources

2. Continue to sustain collaboration and communication between your organization, the community, other public health institutions and community-based organizations

- a. Invite and compensate engaged community members to draft updates for your regular communications that share their perspectives on ongoing implementation plans and their success
- b. Host regular community meetings in collaboration with other public health institutions and community-based organizations in trusted community spaces
- c. Create thoughtful print and digital communications materials for your CVI implementers to share while in the community
- d. Host regular meetings with other regional public health institutions and all local community-based organizations to share learnings, evaluate ongoing campaigns and course correct as necessary



WEAVE

Weaving a Violence Prevention Ecosystem

Toolkit



HEALTH
RESOURCES
IN ACTION



CDC Foundation