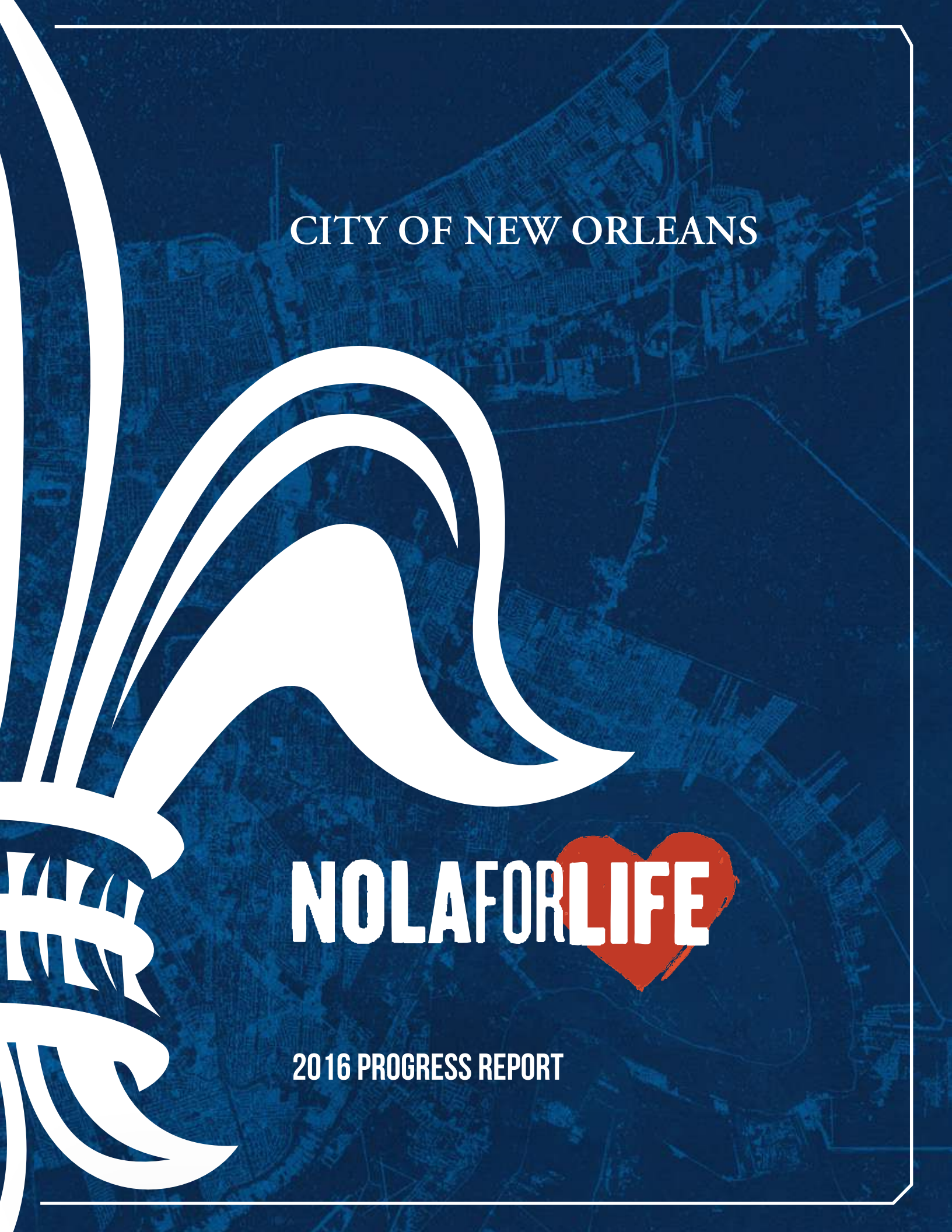
CITY OF NEW ORLEANS
NOLAFORLIFE
2016 PROGRESS REPORT

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MESSAGE FROM MAYOR LANDRIEU

Dear Friends:

New Orleans is my home. I love this city, am proud of this city and want to ensure that it is a better place to live and to raise a family. That means that New Orleans must be a safe place to live and that people must feel safe all across the city. And that also means continuing to address the tough issues that New Orleans is facing around crime, generational poverty and racism. To do that requires fixing broken institutions, broken systems, and rebuilding disintegrated social structures.

Since taking office in 2010, we moved quickly to develop and implement broad solutions that would affect systemic change and eradicate the culture of violence in our city. There was and is no challenge more urgent than preventing murder. So in the spring of 2012, we introduced NOLA FOR LIFE, a cutting-edge and comprehensive murder reduction strategy focused on prevention coupled with tough enforcement. We set clear priorities and used data effectively to develop, implement and refine the NOLA FOR LIFE strategy. It was smart, it was holistic and it hit the streets. And we are seeing progress. Since the launch of NOLA FOR LIFE, we have seen New Orleans' murder rate drop by 18%, outpacing the state and other cities across the country.

Now, as we mark the four year anniversary of this work, the purpose of our Progress Report is to tell the NOLA FOR LIFE story in its entirety. It offers an all-encompassing view of the strategy: why certain initiatives were selected, who they are reaching and the results they have produced. It presents the results of the initiatives that are currently part of the strategy, but also of those that are no longer in place. Finally, the report provides insight into other contributing factors, such as demographics, education, early childhood and healthcare, as well as examines how New Orleans compares to the national trends.

I thank the dedicated community leaders, educators, service providers, law enforcement officials and criminal justice experts who have worked with us hand in hand to help develop and implement this cutting edge plan, as well as all those who have taken part in our initiatives and contributed to the successes we have realized thus far. I also want to recognize Cities United, The National Forum on Youth Violence Prevention, and My Brother's Keeper, who have elevated violence as a national issue and coordinated a nationwide collaboration in eradicating violence.

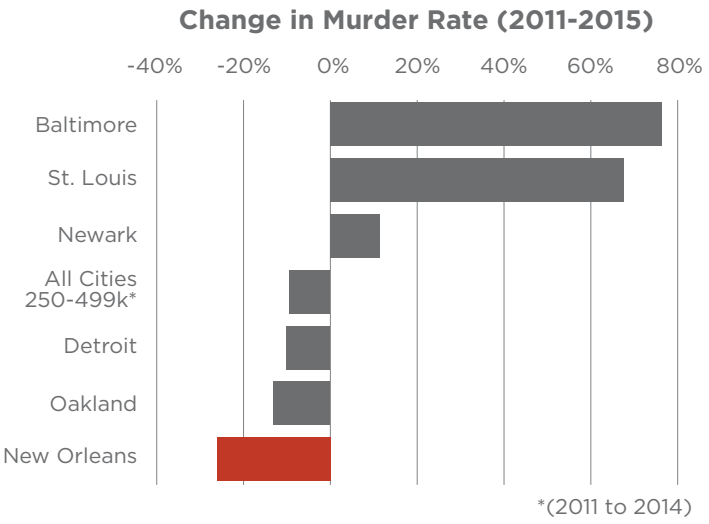
Again, we have a long way to go, but together, we have the power to turn the tide against violence and create a city of peace. If we are united, there is nothing we can't do.

Sincerely,

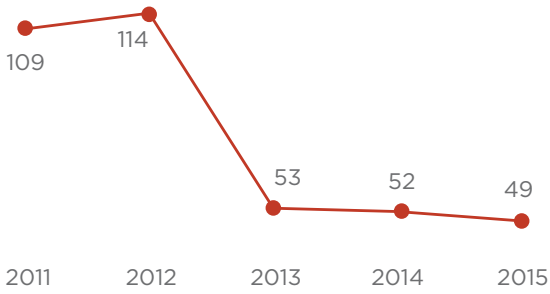
Mitchell J. Landrieu,
Mayor, City of New Orleans

NOLA FOR LIFE HIGHLIGHTS AND TIMELINE

LARGEST DROP IN MURDER RATE AMONG COMPARABLE CITIES



GANG VIOLENCE



55% reduction in group or gang-member involved murders since 2011

NOVEMBER: INNOVATION DELIVERY TEAM RESOURCES COMMITTED TO FOCUS ON MURDER REDUCTION

APRIL: CEASEFIRE CENTRAL CITY LAUNCHED

MAY: NOLA FOR LIFE LAUNCHED

JANUARY: 2012 ENDS WITH 193 MURDERS, 3% REDUCTION FROM 2011

MARCH: COMMUNITY OF PRACTICE LAUNCHED

OCTOBER: CEASEFIRE HOSPITAL CRISIS INTERVENTION TEAM LAUNCHED

2011

2012

2013

SEPTEMBER: NATIONAL FORUM ON YOUTH VIOLENCE PREVENTION AWARD ANNOUNCED

OCTOBER: FIRST GROUP VIOLENCE REDUCTION STRATEGY CALL-IN HELD

NOVEMBER: MULTI-AGENCY GANG UNIT LAUNCHED

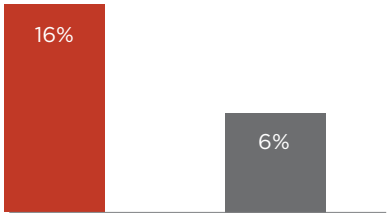
SEPTEMBER: THE HEALTH DEPARTMENT RELEASES *THE PLAYBOOK*, A PREVENTION PLAN FOR YOUTH VIOLENCE

OCTOBER: NOLA FOR LIFE JOBS & OPPORTUNITY EXPO

NOVEMBER: THE CEASEFIRE CENTRAL CITY TARGET AREA SEES ZERO MURDERS FOR OVER 230 DAYS

REHABILITATION

One-year Recidivism Rate



PREVENTION

5,819

Students impacted across 11 partner schools through school climate improvement initiatives

PARTNERSHIPS

300+

Local organizations across every sector are actively engaged with NOLA FOR LIFE

JANUARY: 2013 ENDS WITH 156 MURDERS, 22% REDUCTION FROM 2011

FEBRUARY: MAYOR LANDRIEU HOSTS INAUGURAL CITIES UNITED CONFERENCE, WITH REPRESENTATIVES FROM 37 CITIES FOCUSING ON REDUCING VIOLENCE

JUNE: NOLA FOR LIFE REENTRY STRATEGY LAUNCH

DECEMBER: NOLA FOR LIFE SYMPOSIUM HELD, AS PART OF THE WHITE HOUSE'S MY BROTHER'S KEEPER COMMUNITY CHALLENGE

2014

JANUARY: 2014 ENDS WITH 150 MURDERS, 25% REDUCTION FROM 2011, LOWEST SINCE 1971

OCTOBER: MIDNIGHT BASKETBALL TIPS OFF 10TH SEASON

NOVEMBER: GVRS HOLDS 10TH CALL-IN

2015

JANUARY: 2015 ENDS WITH 164 MURDERS, 18% REDUCTION FROM 2011

MARCH: MIDNIGHT BASKETBALL SURPASSES 10,000 PARTICIPANTS

MAY: FIRST 4 MONTHS HAVE HAD 39 MURDERS, 32% REDUCTION FROM 2015, AND 48% REDUCTION FROM 2011, LOWEST FIRST FOUR MONTHS SINCE 1970

2016

PLAN DEVELOPMENT

NOLA FOR LIFE: A Comprehensive Murder Reduction Strategy was developed by the Mayor's Innovation Delivery Team, in collaboration with the Police Department, Health Department, other City departments, as well as agencies and community members across New Orleans. As a part of this effort, the Innovation Delivery Team engaged key national and local crime experts, community service providers, law enforcement and youth, as well as conducted a rigorous review of pertinent data. Promising initiatives were generated through a review of existing city and community-led efforts, best practice research and conversations with stakeholders.

NOLA FOR LIFE has utilized a public health approach to reducing violence since its launch in 2012. A central part of the public health approach to address violence is the socio-ecological model, which was adapted by the Centers for Disease Control (CDC). This model takes into account the interplay between individual, relationship, community and societal factors:[1]

- Individual – Biological and personal history factors that increase the likelihood of becoming a victim or perpetrator of violence, including age, behavioral control, substance use or history of abuse.
- Relationship – Close relationships, such as partners, social-circle peers and family.
- Community – The settings, such as schools or neighborhoods, in which social relationships occur and that may be associated with risk of violence.
- Societal – The broad societal factors, such as social and cultural norms, that help create a climate in which violence is encouraged or inhibited.

In order to prevent violence, it is necessary to direct efforts across multiple levels of the model at the same time. For example, if you only direct efforts toward the individual level, this person could still be at-risk for violence if their peers partake in violence or if violence is prevalent in their community.

Within these levels, public health focuses on risk factors – factors that contribute to violence – and protective factors – factors that are a buffer against violence. The CDC has identified 31 risk factors and 20 protective factors for youth violence. Example risk factors include involvement with gangs (relationship) and diminished economic opportunities (community), while example protective factors include academic achievement (individual) and connectedness to family (relationship).[2] Reducing risk factors and increasing protective factors across individual, relationship, community and societal levels are likely to sustain violence prevention efforts over time.

In addition, we have sought initiatives that have been shown through scientific studies to impact these risk and protective factors. Programs and practices that have demonstrated significant and sustained effectiveness in rigorous scientific evaluations with large, diverse populations and multiple replications are likely to achieve success in New Orleans as well. In general, NOLA FOR LIFE has implemented initiatives that have documented evidence for effectiveness, while leaving some capacity for new and innovative strategies that are well-tailored to the challenges facing New Orleans.

The following 31 active initiatives and 9 completed initiatives have comprised NOLA FOR LIFE since its launch in May 2012. Overall, these initiatives have been designed to holistically reduce risk factors and increase protective factors in order to sustainably reduce murder in New Orleans.

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[1] Centers for Disease Control and Prevention. The social-ecological model: A framework for prevention. Retrieved from http://www.cdc.gov/ViolencePrevention/overview/social-ecologicalmodel.html

[2] Centers for Disease Control and Prevention. Youth Violence: Risk and Protective Factors. Retrieved from http://www.cdc.gov/violenceprevention/youthviolence/riskprotectivefactors.html

NOLA FOR LIFE Hot Spots

When developing NOLA FOR LIFE, it was identified that a small number of New Orleans neighborhoods account for a disproportionally high amount of the violence. In 2011, 5 of the over 70 neighborhoods in New Orleans – Central City, Little Woods, St. Claude, St. Roch, and the Seventh Ward – accounted for 39% of the shooting victims and 37% of all murders. These neighborhoods were selected as "hot spot" neighborhoods, where additional focus and resources were prioritized to reduce violence where it is most prevalent. In response to changing violence patterns, hot spot neighborhoods were expanded to include the Behrman area of Algiers in 2014 and Treme in 2016. In 2015, these 7 neighborhoods had 20% fewer murders and 20% fewer shooting victims than in 2011 (the year before NOLA FOR LIFE started).

Jim Mercy, Ph.D., Director – Centers for Disease Control and Prevention (CDC) Division of Youth Violence Prevention

Homicide is the third leading cause of death for young people nationwide. African American youth are especially vulnerable to experiencing violence. The good news is that decades of research has shown us what works to prevent youth violence. New Orleans is investing in prevention and helping youth overcome social situations that put them at risk. Also, by rebuilding neighborhoods and promoting jobs and other economic opportunities, New Orleans is helping to ensure their young people thrive and that benefits the entire city.

James Anderson – Head of Government Innovation Programs, Bloomberg Philanthropies

No other city has showcased how to leverage an Innovation Team to take on big challenges quite like New Orleans. With NOLA FOR LIFE, the Innovation Team worked closely with partners inside and outside of government to conduct rigorous data analysis, develop innovative solutions, and relentlessly monitor progress to ensure impact – and the residents of New Orleans continue to benefit from their great work.

La June Montgomery Tabron – President and CEO, W.K. Kellogg Foundation

Through an extensive network of partners and programs, NOLA FOR LIFE is playing a significant role in addressing violence and trauma throughout the city and influencing the way the W.K. Kellogg Foundation thinks about its grant making in New Orleans. The Kellogg Foundation has made a long-term commitment to the city. We think comprehensively about all of the work we do in partnership to support the well-being of New Orleans' children and families. For several years, grantee partners and community stakeholders would stress to us that we would not achieve the impact we sought from our investments in education, economic security and health without directly addressing how violence and trauma were affecting families' daily lives.

The fact that Mayor Landrieu and his administration have advanced a comprehensive murder reduction strategy that targets not just the outcomes, but the root causes, is important to me as well as to the foundation. NOLA FOR LIFE has a broader scope than just policing. It's about immediate and long-term solutions. It has mobilized a growing network of partners from multiple angles, bringing with them a set of resources, all working collaboratively to address and prevent violence in an effort to create a safe and thriving community for all citizens of New Orleans.

NOLA FOR LIFE is gaining momentum both structurally and in the community. The partnerships have built trust between entities, and the structures are working better together in the community. Families impacted by gun violence are becoming advocates against it. Children are learning healthy ways to cope with trauma and build resilience. Unemployed and low-skilled workers are accessing job training and earning living wage jobs. And with every life changed because of this work, New Orleans takes one more step forward in becoming the best version of itself – a child-centered city where all children and families can thrive.

MEASURING OUTCOMES AND IMPACT

The time period being measured is the first four years of NOLA FOR LIFE, May 2012 – April 2016. Pre-NOLA FOR LIFE data is also displayed when relevant, to give a comparison of the environment before NOLA FOR LIFE and how the strategy impacted the outcome. The ideal comparison point is the four years prior to NOLA FOR LIFE (May 2008 – April 2012) to the four years since the launch of NOLA FOR LIFE. Due to data limitations, 2010 is frequently the furthest back that data can be shown.

Performance indicators may be shown either as number of murders or as murder rate (the number of murders per 100,000 residents). Number of murders is important because ultimately we are trying to prevent lives being taken through violence. However, when comparing to cities of different population or even comparing to when New Orleans had a larger or smaller population, murder rate creates a standard comparison.

A set of performance indicators for each NOLA FOR LIFE initiative have been established in *NOLA FOR LIFE: A Comprehensive Murder Strategy* (found at nolaforlife.org). These indicators were identified as the best outputs and outcomes to measure the effectiveness of an individual initiative, toward the overall goal of reducing murder. As the strategy has been implemented and refined, additional output and outcome measures have been developed and some of the initial measures have been removed. In most initiatives we will be reporting on each performance indicator in the Strategy, but in a few cases a more appropriate indicator has been identified and reported. Unless noted otherwise, the time period being measured for each initiative is:

- Start: When NOLA FOR LIFE launched or when the initiative launched (whichever is later)
- End: When the initiative has been completed or the 4-year time period has completed (whichever is earlier)

When possible, we measure outcomes (as opposed to outputs). An output shows whether the initiative is doing what we planned to do, while an outcome shows whether an initiative or strategy has made an impact or improved the condition of a population. For example, number of gang members arrested is an output, but the number of gang-related murders is an outcome. If an initiative is designed to reduce gang murders by arresting gang members, looking at only the output of gang members arrested could miss the fact that you are not reducing gang murders, and therefore arresting gang members is not the right solution.

Karen Freeman-Wilson – Mayor, Gary, IN

After spending appreciable time with the NOLA FOR LIFE team in New Orleans, we were able to identify how to respond to our violence in Gary, Indiana and implemented Gary for Life (substantiating the adage that "imitation is the greatest form of flattery"). Through our time with the team and our observations of NOLA FOR LIFE, it became clear that this was a community-centered approach to murder that would have a great impact on citizens of New Orleans by reducing homicides resulting from group involvement, increasing accountability, and community-based prevention.

NOLA FOR LIFE has encouraged the city of Gary to take a close look at our efforts against violent crime and provided us with the basis for tailoring a new approach in Gary. As a result, we have conducted "call-ins" and cut group-related homicides in half between 2015 and 2016. Between 2014 and 2015, crime was reduced in every category.

NOLA FOR LIFE is successful because it places responsibility for homicide (something that impacts the community) in the hands of the entire community. It also requires untraditional allies such as law enforcement, social service agencies, former offenders, clergy and employers to work together to reduce homicides in the community.

The citizens of Gary will be forever indebted to Mayor Landrieu and the entire NOLA FOR LIFE team for working with the city of Gary to implement the NOLA FOR LIFE strategy in Gary, Indiana. As a result, citizens are more engaged, law enforcement has widened their horizons and our city is being restored.

Jack Calhoun – President, Hope Matters; Senior Consultant, National League of Cities, Institute for Youth, Education and Families; Senior Advisor, Office of Juvenile Justice and Delinquency Prevention, National Forum on Youth Violence Prevention, DSG, Inc.

Outraged by its high levels of recorded murders and shootings – 10 times the national average – the City, spurred by Mayor Landrieu, launched a comprehensive, ambitious plan to reduce homicides and improve the quality of life for all citizens.

The resulting plan, NOLA FOR LIFE rests on five pillars:

- Stop the Shootings, which includes strategies such as Ceasefire and Group Violence Reduction Strategy
- Prevention, including recreation, mentoring, restorative justice and school-based responses to trauma
- Promote Jobs and Opportunity
- Rebuild Neighborhoods physically and alter community norms, and
- Strengthen the NOPD

These are not just words, a plan based in rhetoric alone. Most impressive is the mayor's deep, passionate and abiding commitment to effect major changes across the board. He has attracted additional resources, seen the murder rate drop 18% and mobilized the governmental, civic and private sectors in a coordinated, multi-disciplinary action plan.

Guided by an overall vision and anchored in objectives and performance indicators, the plan specifies activities and responsible parties. To ensure coordination and synergy, the work is guided by the Mayor's Innovation Delivery Team.

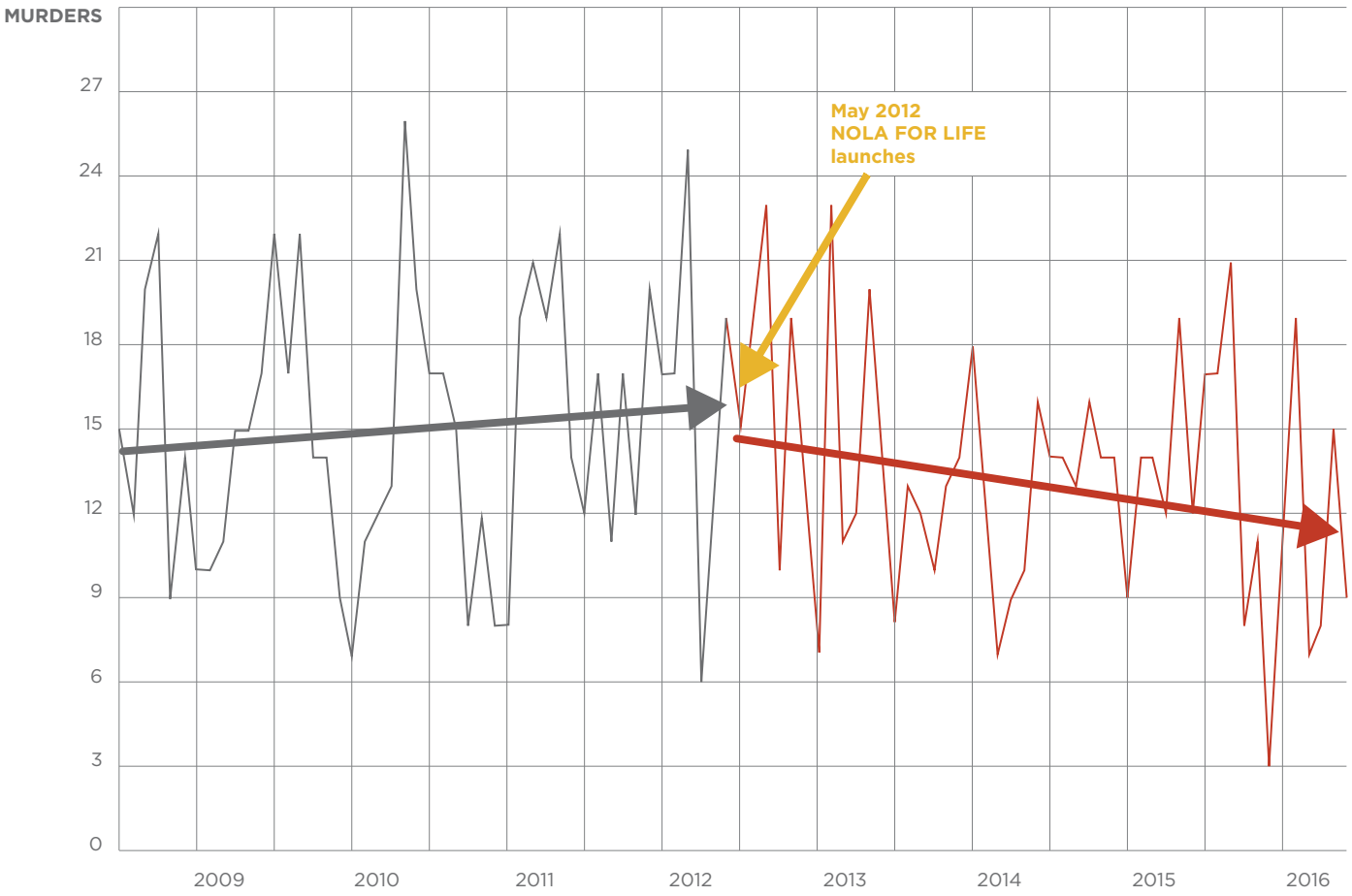
Through NOLA FOR LIFE, New Orleans, a city torn apart by some of the highest rates of violence in America, is well on its way to reducing violence and building healthy, vital communities that do not produce violence.

OVERALL OUTCOMES

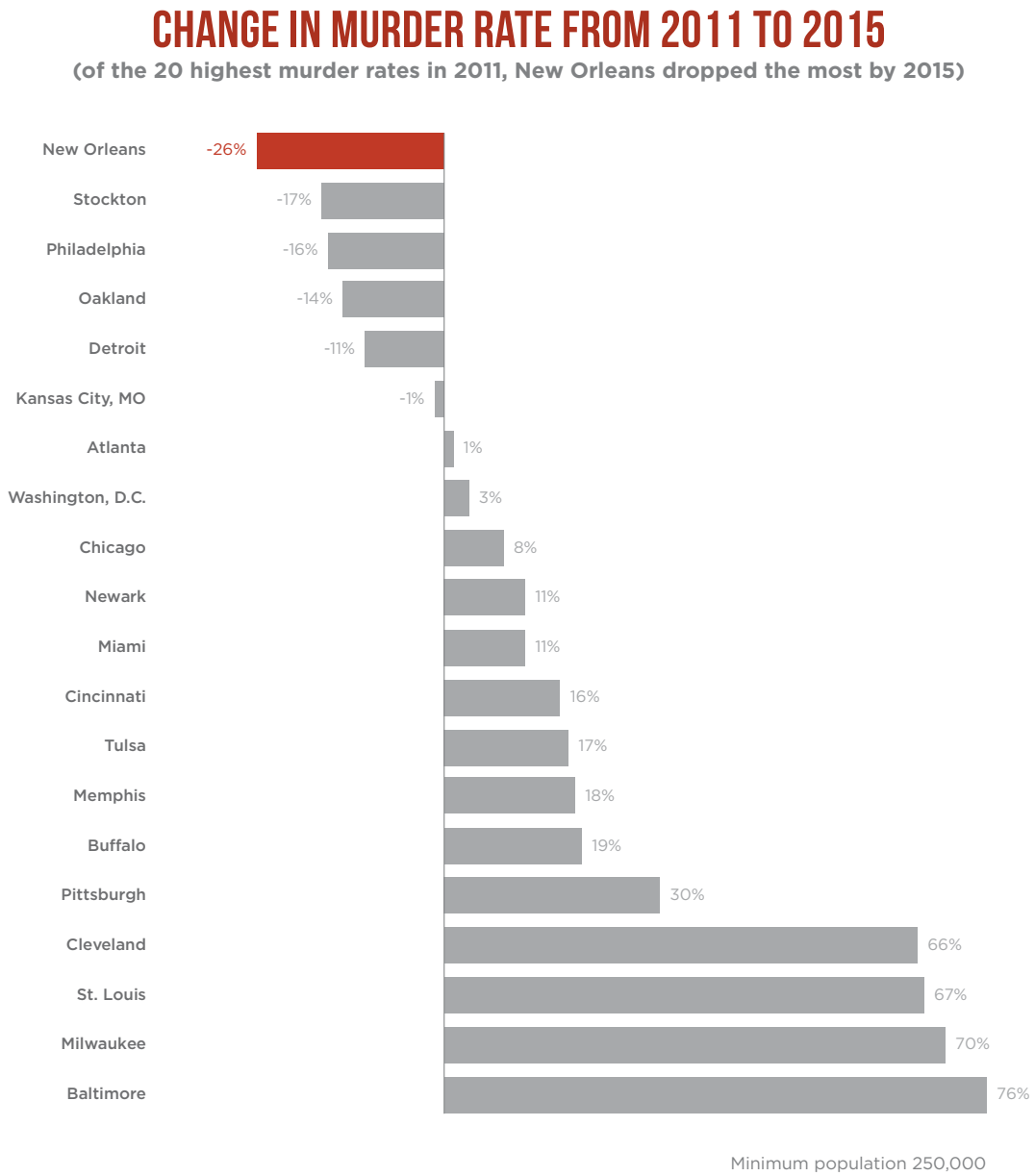
The overall success of NOLA FOR LIFE is determined by one measure – murder reduction. In the 4 years since the NOLA FOR LIFE launch, there have been **86 fewer murders and an 18% lower murder rate** than in the 4 years prior to NOLA FOR LIFE.

Below are two visualizations of how New Orleans has performed in this measure.

1. This graph shows the number of murders each month over the past 8 years. In the four years before the launch of NOLA FOR LIFE, more and more murders were occurring every month. In the four years since, murders have trended down.



2. New Orleans had the highest murder rate of any city in the nation each year from 2000-2011 (aside from 2005 & 2006, which were impacted by Hurricane Katrina). Below is a comparison in the murder rate reduction for the cities with the nation's top 20 highest murder rates in 2011 (the year prior to NOLA FOR LIFE's launch). New Orleans has had the largest murder rate reduction in that time period, and it has not had the nation's highest murder rate since NOLA FOR LIFE began.



Note: Shootings and murders have seen similar changes over the past four years. A full examination of shootings vs. killings can be found in the "Other Factors, Challenges, and Benefits" section.

NOLA FOR LIFE PILLARS

STOP THE SHOOTINGS

Focus like a laser on the small percentage of young men who are killing and being killed. Our message to them: stop the shootings.

- CEASEFIRE NEW ORLEANS
- GROUP VIOLENCE REDUCTION STRATEGY
- MULTI-AGENCY GANG UNIT
- PROJECT SAFE NEIGHBORHOODS

INVEST IN PREVENTION

We cannot arrest our way out of this problem. NOLA FOR LIFE puts a heavy emphasis on helping our young people and families succeed.

- BEHAVIORAL INTERVENTIONS AT THE YOUTH STUDY CENTER
- BUILDING CHARACTER IN NORDC SUMMER CAMPS
- COMMUNITY SUPPORT FOR VICTIMS OF VIOLENCE
- CONNECTING HIGH NEEDS STUDENTS TO THE COORDINATED SYSTEM OF CARE
- CONNECTING STUDENTS TO SUPPORTS
- COORDINATE & STRENGTHEN THE BEHAVIORAL HEALTH SYSTEM
- ENGAGING FATHERS
- EXPANDING THE USE OF RESTORATIVE APPROACHES IN SCHOOLS
- FAMILY VIOLENCE PREVENTION STRATEGY
- MAKING CONNECTIONS TO IMPROVE MENTAL HEALTH AND WELL-BEING
- MAYOR'S STRATEGIC COMMAND TO REDUCE MURDER
- NATIONAL FORUM ON YOUTH VIOLENCE PREVENTION
- NOLA FOR LIFE FUND
- NOLA FOR LIFE MENTORING
- NOLA FOR LIFE MIDNIGHT BASKETBALL
- NOLA FOR LIFE RESOURCES MOBILE WEBSITE
- NOLA FOR LIFE SERVICES COLLABORATIVE
- POSITIVE BEHAVIORAL INTERVENTIONS AND SUPPORTS
- SUPPORTING SCHOOLS IN IMPLEMENTING TRAUMA-INFORMED APPROACHES
- YOUTH ENGAGEMENT STRATEGY

PROMOTE JOBS AND OPPORTUNITY

Neighborhoods that experience the highest levels of violence also experience high levels of poverty and unemployment. Training and better access to good jobs provides a path away from violence and toward opportunity.

- NETWORK FOR ECONOMIC OPPORTUNITY
- NOLA YOUTH WORKS SUMMER JOBS PROGRAM
- NOLA FOR LIFE REENTRY STRATEGY (RISE – REINTEGRATION SERVICES)

GET INVOLVED AND REBUILD NEIGHBORHOODS

To make New Orleans safe we all need to do our part, get involved and rebuild our neighborhoods. We need everyone to have skin in the game.

- COLLECTIVE EFFICACY
- FIGHT THE BLIGHT
- LIGHTING UP THE CITY
- NOLA FOR LIFE DAYS
- NOPD COMMUNITY POLICING
- PUBLIC AWARENESS CAMPAIGN
- QUALITY OF LIFE STAT

STRENGTHEN THE NOPD

Strong police work combined with help from the community prevents violence in our neighborhoods and quickly holds those who commit violence accountable.

- ENHANCING RELATIONSHIPS BETWEEN YOUTH AND LAW ENFORCEMENT
- IMPROVE COMMUNITY TRUST WITH THE USE OF PROCEDURAL JUSTICE
- INCREASE ANALYTICAL CAPACITY AT NOPD
- NOPD LEADERSHIP TRAINING
- PROACTIVE HOT SPOT POLICING
- RELEASE PUBLIC CALLS FOR SERVICE DATA

Shaded initiatives have been completed

STOP THE SHOOTINGS

- CEASEFIRE NEW ORLEANS
- GROUP VIOLENCE REDUCTION STRATEGY
- MULTI-AGENCY GANG UNIT
- PROJECT SAFE NEIGHBORHOODS

When NOLA FOR LIFE launched in 2012, the first priority was to stop the shootings. Some of the first NOLA FOR LIFE initiatives were CeaseFire Central City, which launched in April 2012, Group Violence Reduction Strategy which held the first Call-In in October 2012, and the Multi-Agency Gang (MAG) Unit which indicted its first gangs in early 2013. The Stop the Shootings pillar targets the most violent individuals in New Orleans, offering help to those who are ready to change their lives, but prosecuting those who continue to harm our community. Over 250 individuals have left a life of violence and turned their lives around. For those who haven't, the MAG Unit has prosecuted 114 individuals from 12 violent gangs, with more in the pipeline.

David Kennedy – Director, National Network for Safe Communities

New Orleans' Group Violence Reduction Strategy team, a core element of Mayor Landrieu's NOLA FOR LIFE initiative and Stop the Shootings Pillar, has both saved lives in New Orleans and made a major national statement about what this work can mean and how to do it well. The strategy has brought together law enforcement and communities to focus on the groups in New Orleans at highest risk for violent victimization and offending, give them prior notice about the legal consequences of further violence, communicate the community's intolerance for violence, and offer help to keep them alive and out of prison. It created the Multi-Agency Gang Unit, which has become a national model for rapid, effective investigation and prosecution of violent groups. On the social service side, the city has shown real innovation in meeting the very special needs of those most at risk for both offending and victimization. And there's no question that the strategy is working: a recent study shows that GVRS has led to a 32% decrease in group member-involved homicides and a 17% drop in homicides overall.[4] NOLA FOR LIFE, and the GVRS work in particular, are proof that there's a way forward, even in a city as challenging as New Orleans, and I'm deeply proud to be a part of this effort.

Patrina Peters

I lost my son to gun violence in 2010. Damond was just weeks away from beginning college on a basketball scholarship. A couple of years after Damond's murder, I got connected with Mayor Landrieu through the NOLA FOR LIFE strategy. And since that time, I have spoken to more than 300 young men at Group Violence Reduction Strategy call-ins to encourage them to stop the violence in their communities. I believe that it is going to take all of us to end the culture of violence in the city of New Orleans, and NOLA FOR LIFE has given me a voice so that I can do my part, because my son's death will not be in vain.

[3] Group member-involved homicides time period for this study was January 1, 2010 to March 31, 2014. Total homicides time period was January 1, 2008 to March 31, 2014.

CEASEFIRE NEW ORLEANS

Launch Date:
CeaseFire Central City – April 2012
CeaseFire Hospital Crisis Intervention Team – October 2013

End Date: N/A

Based on the CURE Violence model (formerly CeaseFire Chicago), CeaseFire New Orleans specifically was implemented to reduce street violence in the Central City neighborhood of New Orleans. The CeaseFire model uses violence interrupters and outreach workers with street credibility to interrupt and resolve potentially violent situations before they escalate – with a focus on retaliatory shootings and mediating ongoing conflicts among groups. CeaseFire focuses on changing the behavior of a small number of carefully selected members of the community – those with a high chance of either being shot or being a shooter in the immediate future. From 2010 – 2012, half of the shooting victims in the Central City target area were 16-25 year old African American males. With that in mind, CeaseFire focuses on placing people on caseload in that demographic.

Initiative Partners

- **Operational/ Programming Partners:** CURE Violence, Urban League of Greater New Orleans, University Medical Center, Good Work Network, Café Reconcile, Charles Anderson Art Gallery, National Center for Children and Families, Ekhaya Youth Project, Next Generation, Mother2Mother, The NET Charter High School, Reaping the Harvest Full Gospel Baptist Church, New Orleans Peace Keepers

In the fourth quarter of 2013, CeaseFire New Orleans expanded to include a new Hospital Crisis Intervention Team at the University Medical Center Trauma Unit. This team responds to violence across all of New Orleans with a proactive emphasis on NOLA FOR LIFE hotspots. The goal is to prevent the victim from being shot again and prevent retaliatory violence.

Finally, CeaseFire New Orleans aims to change community norms about violence by mobilizing support services and the larger community to demand a change in behaviors that lead to shootings and killings.

CEASEFIRE NEW ORLEANS

Why Part of Murder Reduction Strategy

Central City was one of the most violent neighborhoods in New Orleans, and responding to a shooting victim at the hospital is an ideal opportunity for an intervention to prevent future violence.

Evidence base: Evaluations of CURE Violence show a 40% - 45% reduction in shootings and killings in program target areas

Risk/protective factors addressed: Gun ownership; involvement in gangs; deficits in social cognitive or information-processing abilities

Performance Indicators and Results

Though the press release to announce CeaseFire was in April 2012, December 2012 is considered the operational launch date, as the organization was still establishing itself during the initial months and not yet fully functioning. Therefore the best time period to analyze the effectiveness of CeaseFire Central City is by comparing 2010 – 2012 to 2013 – 2015. Evaluations of other CeaseFire cities have identified shooting victims rate (fatal and non-fatal) to be the most important indicator in measuring CeaseFire performance. In addition, retaliatory shootings and gang shootings are of importance.[4]

Initiative Partners

- **Resource Providers and Supporters:** Addicted to the Lifestyle/Institute for Behavioral Science, APEX Youth Center, Bayou Food Store, Domino's Pizza, New Orleans Job Corps, Delgado Community College, G. Carter Law Firm, Subway, Kentwood Springs, Papa John's Pizza, East Beast Productions, 44th Education Initiative, Inc., Ashé Cultural Arts Center, Blair's Bail Bonds, Canal Street Church, Central City Renaissance Alliance, Family Service of Greater New Orleans, Voices of Experience, Herewego Entertainment, FirstLine Schools, Friends and Families of Louisiana's Incarcerated Children, New Orleans Redevelopment Authority, Voices of the Ex-Offender, New Orleans Area Toastmasters Club, New Orleans Jazz & Heritage Foundation, Home Depot, Orleans Public Education Network
- **Funders:** Baptist Community Ministries, W.K. Kellogg Foundation

TIME PERIOD	ANNUAL SHOOTING RATE (PER 1000 PEOPLE)*	TOTAL SHOOTING VICTIMS	SHOOTING VICTIMS IN TARGET POPULATION**	RETALIATION OR ARGUMENT MOTIVE	GANG/GROUP MEMBER INVOLVED MURDERS***
2010-2012	8.3	114	57	20	21
2013-2015	7.0	110	30	3	11
% CHANGE	-15%	-4%	-47%	-85%	-48%

*Population estimates are 4,591 from 2010-2012 and 5,220 from 2013-2015. The CeaseFire Central City target zone is bordered by S. Claiborne, Thalia, Dryades/Oretha Castle Haley, and Louisiana (Dryades to Lasalle)/Washington (Lasalle to S. Claiborne). This area closely matches Orleans Parish census tracts 85, 86, 92, and 140. Population estimates for these tracts are available from 2010-2014, and the population's chosen are midpoints of the pre and post periods.

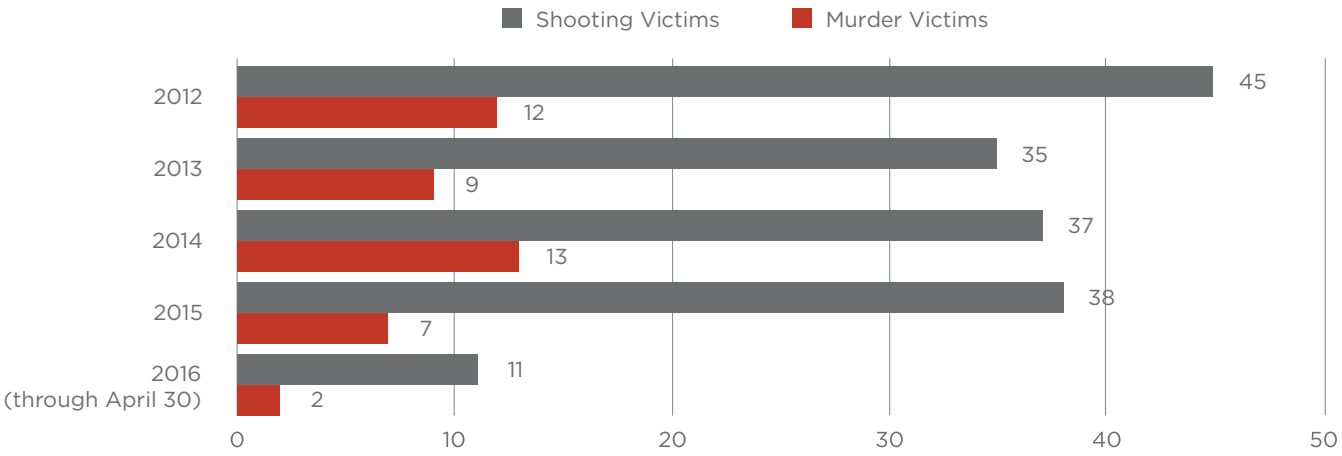
**CeaseFire targets 16-25 year old African American males to be on caseload, who were half of the shooting victims in the Central City target area from 2010–2012.

***Gang/group member involved shooting data is unreliable for 2010 and 2011.

[4] Wesley Skogan, Susan Hartnett, Natalie Bump & Jill DuBois. (March 2008). *Evaluation of CeaseFire-Chicago.* Retrieved from https://www.ncjrs.gov/pdffiles1/nij/grants/227181.pdf

CEASEFIRE NEW ORLEANS

Number of Shootings and Murders in the Central City Target Zone



149 Participants on caseload since launch

64% Of participants meet risk reduction goals within 3 months

100% Of violent conflicts identified were mediated

Identified: 383
Mediated: 100%

R. Brent Decker, MPH/MSW – Chief Program Officer, CURE Violence

As Chief Program Officer at Cure Violence, I have been involved with CeaseFire New Orleans since it began implementation in 2012. CeaseFire is important because it saves lives in a way that builds community, and it is based on the scientific research about violence prevention. As a Tulane alumni, former resident of New Orleans, and the Chief Program Officer at Cure Violence who coordinates violence prevention efforts with partners across 52 sites in 25 cities in 9 countries, I can categorically state that CeaseFire New Orleans is one of our model sites and is making New Orleans a safer place to live.

CEASEFIRE NEW ORLEANS

The Hospital Crisis Intervention Team launched in October 2013 and responds to every shooting victim at the University Medical Center hospital between the ages of 16-25, to prevent re-injury and retaliation. Since launch, on 19 occasions an individual was shot, released from the hospital, and shot again at a later date. In the same time length before launch, that occurred 34 times.

TIME PERIOD	REPEAT SHOOTING VICTIMS AGE 16-25
MARCH 2011 - SEPTEMBER 2013	34
OCTOBER 2013 - APRIL 2016	19
% DECREASE	-44%

Caswick Navarro

As a troublesome kid from the St. Bernard Project, I met one of the CeaseFire staff members after being a victim of gun violence while I was on my way to retaliate. My conversation with the staff member caused me to have second thoughts about my actions. I've been a participant for almost three years, and they are all like my brothers. They give me good advice, and they helped me find a job that changed my life around. I'm now a part of a program that allows me to learn photography, videography and production. CeaseFire changed my life, and now I always think before my actions. NOLA FOR LIFE resources are really important to people like me. Now that I am a participant, I aspire to be a motivational speaker for other young people and victims of violence across the country.

Terrence Thomas

As a troubled teenager and victim of gun violence, I was introduced to CeaseFire New Orleans. When I became a CeaseFire participant, I started changing my mindset and my outlook on life. After being enrolled in the program for a year, I am now employed by a local food service company, and as a second-degree black belt, I hope to one day start my own karate school. CeaseFire is a brotherhood—I learned so much from the staff about life, patience and goals, and now I share the same message with the other guys like me in my community.

GROUP VIOLENCE REDUCTION STRATEGY

Launch Date: October 2012 **End Date:** N/A

The Group Violence Reduction Strategy (GVRS) is designed by criminologist David Kennedy and targets geographic areas of high crime and the groups that commit violent acts. GVRS targets known, chronic, violent adult and juvenile offenders by combining enforcement attention to all violent group members with a genuine offer of help. The objective is to assemble law enforcement, service providers and community members to deliver a strong message to offenders, "stop the shooting," while also dramatically improving access to social services and the administration of swift and targeted enforcement for those who continue to commit violence.

In New Orleans, GVRS includes three major components:

- Collaborate with respected members of affected communities to deliver a single message to violent groups: **stop the shooting.**
- Organize and build the capacity of social service providers, clergy and community members so they can provide support and services to those who no longer wish to engage in violent lifestyles.
- Focus enforcement to specifically deter violent behavior and ensure consequences for those who continue to commit violence.

Initiative Partners

- **Law Enforcement Partners:** New Orleans Police Department, Probation & Parole – Louisiana Department of Corrections, United States Attorney's Office – Eastern District of Louisiana, Orleans Parish District Attorney's Office, Orleans Parish Sheriff's Office, Jefferson Parish Sheriff's Office, Louisiana State Police, Federal Bureau of Investigation (FBI), Bureau of Alcohol, Tobacco, Firearms, and Explosives (ATF), United States Marshals Service, Drug Enforcement Administration (DEA)
- **Social Service and Community Partners:** Total Community Action, APEX Youth Center, Bethel Colony South of New Orleans, Bridge House/ Grace House, Café Reconcile, Center for Restorative Approaches, Covenant House, Exodus House, Family Service of Greater New Orleans, JOB1, Liberty's Kitchen, Limitless Vistas, Louisiana Green Corps, Metropolitan Human Services District, Urban League of Greater New Orleans, Youth Empowerment Project, Blair Boutte, Patrina Peters, Pastor Brandon Boutin, Reverend Ike Mayfield, Dr. Peter DeBlieux
- **General Partners:** Institute of Crime Science at the University of Cincinnati and the National Network for Safe Communities

Why Part of Murder Reduction Strategy

Group and gang violence accounted for more than 100 murders in the year before GVRS. That has been cut by more than half.

Evidence base: An evaluation of the NOLA FOR LIFE Group Violence Reduction Strategy[5] by the University of Cincinnati attributed a 32% decrease in group member-involved homicides and

[5] Corsaro, N. and Engel, R. S. (2015), Most Challenging of Contexts: Assessing the Impact of Focused Deterrence on Serious Violence in New Orleans. Criminology & Public Policy, 14: 471–505. Retrieved from https://nnscommunities.org/uploads/Corsaro_Engel_NOLA_Evaluation_The_Most_Challenging_of_Contexts_CPP_2015.pdf

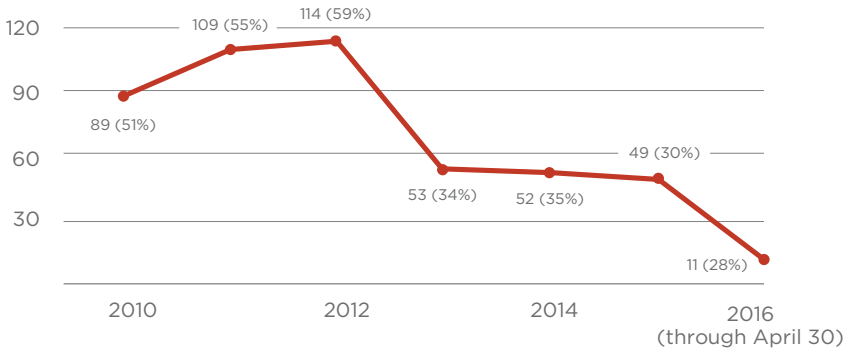
a 17% drop in homicides overall to GVRS. National research has demonstrated that cities where GVRS has been implemented have achieved a significant reduction in citywide homicides. This strategy is grounded in empirical analysis that a small percentage of people in violent street groups and gangs drive the majority of violence in troubled neighborhoods.

Risk/protective factors addressed: Involvement in gangs; gun ownership; criminal history; unemployment; deficits in social cognitive or information-processing abilities

Performance Indicators and Results

Primary Outcome and Key Indicator

Number of Group Member-Involved Murders (% of total murders)



Additional Indicators

280 Individuals have attended GVRS Call-Ins

74.7% Of Call-In attendees have signed up with the social services provider

34 Call-In attendees are active in case management services *109 since launch*

Thelma French – President/CEO, Total Community Action

Total Community Action (TCA) has been an active partner in NOLA FOR LIFE since its inception. TCA provides the entry point and case management supports for Group Violence Reduction Strategy (GVRS). Our team of case managers and supportive service leads assist the young men and women who choose to step toward a different direction to develop their goals and implement their plans for nonviolent and productive lives. TCA partners with twenty plus other service providers to provide GVRS participants with options and opportunities for education, skill development, employment, substance abuse management and housing. The data supports that the NOLA FOR LIFE strategies are making a difference. It is my sincere belief that the most significant impact this multi-faceted strategy has made is the significant impact on raising the level of awareness of the "culture of tolerance to violence," and to recognize that this tolerance is one of the greatest impediments to changing the behavioral norms. Additionally, NOLA FOR LIFE has galvanized diverse groups and organizations to align their activities with one collective goal, stopping the murders.

Brandon Plains

After coming home from jail, it was still challenging to turn away from a life of crime. I attended the sixth Call-In while under probation and parole. At the Call-In, the Mayor told us that we had an opportunity to turn our lives around, or if we continued to head down the wrong path, we would end up in jail for a long time. I was introduced to the GVRS service provider which helped me land a temporary job with the New Orleans Recreation Development Commission. I recently received a promotion, and I'm now employed by the Sewerage and Water Board of New Orleans. I was ready to turn my life around for my son, and the Call-In was the extra push that came right on time.

MULTI-AGENCY GANG UNIT

Launch Date: November 2012 **End Date:** N/A

The Multi-Agency Gang (MAG) Unit was formed by Mayor Landrieu in 2012 and is the key enforcement component of the Group Violence Reduction Strategy (GVRS). The MAG Unit conducts simultaneous investigations on known violent groups. The goal: secure state and federal prosecutions of these groups and remove large numbers of violent offenders from the streets. The New Orleans Police Department is the lead agency of the MAG Unit.

Initiative Partners

- New Orleans Police Department, Orleans Parish District Attorney's Office, Orleans Parish Sheriff's Office, Louisiana State Police, Probation & Parole – Louisiana Department of Corrections, United States Attorney's Office – Eastern District of Louisiana, Federal Bureau of Investigation (FBI), Bureau of Alcohol, Tobacco, Firearms, and Explosives (ATF), Drug Enforcement Administration (DEA), United States Marshals Service, and United States Probation & Parole Office for the Eastern District of Louisiana

Why Part of Murder Reduction Strategy

A small amount of people in violent groups and gangs drive a large amount of the violence in New Orleans. Practices must be employed to create a community environment that helps reduce gang violence in targeted neighborhoods. The MAG Unit identifies the most dangerous and influential gang members and removes them from the community.

Risk/protective factors addressed: Involvement in gangs; gun ownership

Performance Indicators and Results

26 Investigations conducted

114 Group member indictments

100 Group members convicted through state and federal prosecution (12 indicted gang members awaiting trial)

Kenneth Polite – U.S. Attorney for the Eastern District of Louisiana

My Office is proud of its work as a critical partner in the Department of Justice's National Forum on Youth Violence Prevention and the City of New Orleans' NOLA FOR LIFE initiatives. Violence, and youth violence in particular, is a complex crisis that requires my Office to utilize enforcement, prevention, and reentry efforts. Through the Multi-Agency Gang Unit, over 50 violent narcotics traffickers are off of our streets, having received lengthy federal prison sentences. The City's Group Violence Reduction Strategy, Midnight Basketball, and NOLA FOR LIFE Days initiatives are offering at-risk youth alternatives to criminality. Lastly, through our collective commitment to reentry, previously incarcerated individuals are receiving job training and placement, thereby reducing recidivism and improving public safety.

PROJECT SAFE NEIGHBORHOODS

Launch Date: June 2010 **End Date:** March 2015

In the summer of 2010, the New Orleans Police Department along with our federal partners at the Bureau of Alcohol Tobacco, Firearms and Explosives (ATF), the United States Attorney and the Orleans Parish District Attorney re-launched Project Safe Neighborhoods (PSN). The NOPD dedicated eight new detective positions to this project, a dramatic increase from the one PSN detective that was assigned in the summer of 2010. This initiative held violent offenders accountable by making over 950 cases.

Initiative Partners

- Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF), United States Attorney, Orleans Parish District Attorney

Why Part of Murder Reduction Strategy

Evidence base: A National Institute of Justice funded evaluation of 82 PSN cities found a greater reduction in violent crime compared to cities where PSN was not implemented. A follow-up analysis of nine target cities showed a decline in gun-related violence at each site after PSN was implemented.[6]

Risk/protective factors addressed: Gun ownership

Performance Indicators and Results

OVER 950 Firearm possession cases were reviewed by PSN law enforcement and prosecution team

[6] Gun Violence Programs: Project Safe Neighborhoods (2009, June 12). *National Institute of Justice.* Retrieved from http://www.nij.gov/topics/crime/gun-violence/prevention/pages/project-safe-neighborhoods.aspx

INVEST IN PREVENTION

- BEHAVIORAL INTERVENTIONS AT THE YOUTH STUDY CENTER
- BUILDING CHARACTER IN NORDC SUMMER CAMPS
- COMMUNITY SUPPORT FOR VICTIMS OF VIOLENCE
- CONNECTING HIGH NEEDS STUDENTS TO THE COORDINATED SYSTEM OF CARE
- CONNECTING STUDENTS TO SUPPORTS
- COORDINATE & STRENGTHEN THE BEHAVIORAL HEALTH SYSTEM
- ENGAGING FATHERS
- EXPANDING THE USE OF RESTORATIVE APPROACHES IN SCHOOLS
- FAMILY VIOLENCE PREVENTION STRATEGY
- MAKING CONNECTIONS TO IMPROVE MENTAL HEALTH AND WELL-BEING
- MAYOR'S STRATEGIC COMMAND TO REDUCE MURDER
- NATIONAL FORUM ON YOUTH VIOLENCE PREVENTION
- NOLA FOR LIFE FUND
- NOLA FOR LIFE MENTORING
- NOLA FOR LIFE MIDNIGHT BASKETBALL
- NOLA FOR LIFE RESOURCES MOBILE WEBSITE
- NOLA FOR LIFE SERVICES COLLABORATIVE
- POSITIVE BEHAVIORAL INTERVENTIONS AND SUPPORTS
- SUPPORTING SCHOOLS IN IMPLEMENTING TRAUMA-INFORMED APPROACHES
- YOUTH ENGAGEMENT STRATEGY

Though the first priority of NOLA FOR LIFE was to Stop the Shootings, we knew we could not arrest our way out of this problem. Investing in Prevention to help our young people and families succeed is the key to a significant, sustainable reduction of violence in New Orleans. In fact, the Invest in Prevention pillar has become the biggest portfolio of our work, comprising half of the NOLA FOR LIFE initiatives.

Rachel Davis – Managing Director, Prevention Institute

Prevention Institute is proud to be working with the New Orleans Health Department and NOLA FOR LIFE. NOLA's comprehensive murder reduction strategy is a model for cities around the country. The Health Department started participating in our national UNITY City Network a number of years ago, and we have seen the City's approach to violence transform since that time. The Health Department's leadership has played an important role in expanding the City's approach. When the City decided several years ago to place a greater focus on prevention, we were honored to be included in that effort. NOLA has recognized that violence is a major concern; through NOLA FOR LIFE, the City brings together the data, strategies, and partners under a mandate to save lives. In so doing, it recognizes that violence is preventable and that the City itself and all of its partners have a critical role to play in improving conditions for all of NOLA's residents.

BEHAVIORAL INTERVENTIONS AT THE YOUTH STUDY CENTER

Launch Date: Expected Summer 2016 **End Date:** N/A

Cognitive behavioral therapy (CBT) is a form of mental health counseling that helps participants become aware of their inaccurate or negative thinking. CBT is designed to help individuals view challenging situations more clearly and respond to those situations more thoughtfully. In 2016, the Youth Study Center will begin delivering brief CBT interventions to juvenile detainees.

Why Part of Murder Reduction Strategy

A high amount of murder victims had previously been detained at the Youth Study Center. There is strong evidence that CBT, even delivered over periods as short as several days, is an effective behavioral intervention for violent and at-risk youth.

Evidence base: An evaluation of CBT at the Cook County Juvenile Detention Center showed participants receiving the intervention had 22% fewer readmissions.

Risk/protective factors addressed: Deficits in social cognitive or information-processing abilities; poor behavioral control; association with delinquent peers; antisocial beliefs and attitudes

Performance Indicators and Results

N/A Number of individuals that receive the intervention

N/A Percent of individuals that receive CBT re-admitted to the Youth Study Center

BUILDING CHARACTER IN NORDC SUMMER CAMPS

Launch Date: June 2015 **End Date:** N/A

Positive Action is an integrated and comprehensive program that is based on a unifying broad concept: one feels good about oneself when taking positive actions. Using cognitive techniques, Positive Action promotes decision-making skills and increases self- and community efficacy. The program emphasizes effective self-management, social skills, character and mental health, as well as skills for setting and achieving goals to encourage positive outcomes in targeted youth.

Initiative Partners

- **Curriculum Provider:** Positive Action
- **Camp Operators:** Friends of King Schools, Vietnamese Initiative in Economic Training (VIET), Southern University at New Orleans, L.B. Landry-O.P. Walker College and Career Preparatory High School, Delgado Community College

Positive Action was piloted in the NORDC summer camps in the summer of 2015 with 560 campers. The program is being expanded in summer camps in 2016.

Why Part of Murder Reduction Strategy

Evidence shows that teaching young people social and emotional skills can reduce violence.

Evidence base: The Positive Action program has one of the strongest evidence bases for increasing positive behavior, reducing negative behavior, and improving social and emotional learning.[7]

Risk/protective factors addressed: Poor behavioral control; deficits in social cognitive or information-processing abilities; antisocial beliefs and attitudes; association with delinquent peers; poor academic performance

[7] Research Outcomes (n.d.). *Positive Action*. Retrieved from www.positiveaction.net/research-outcomes

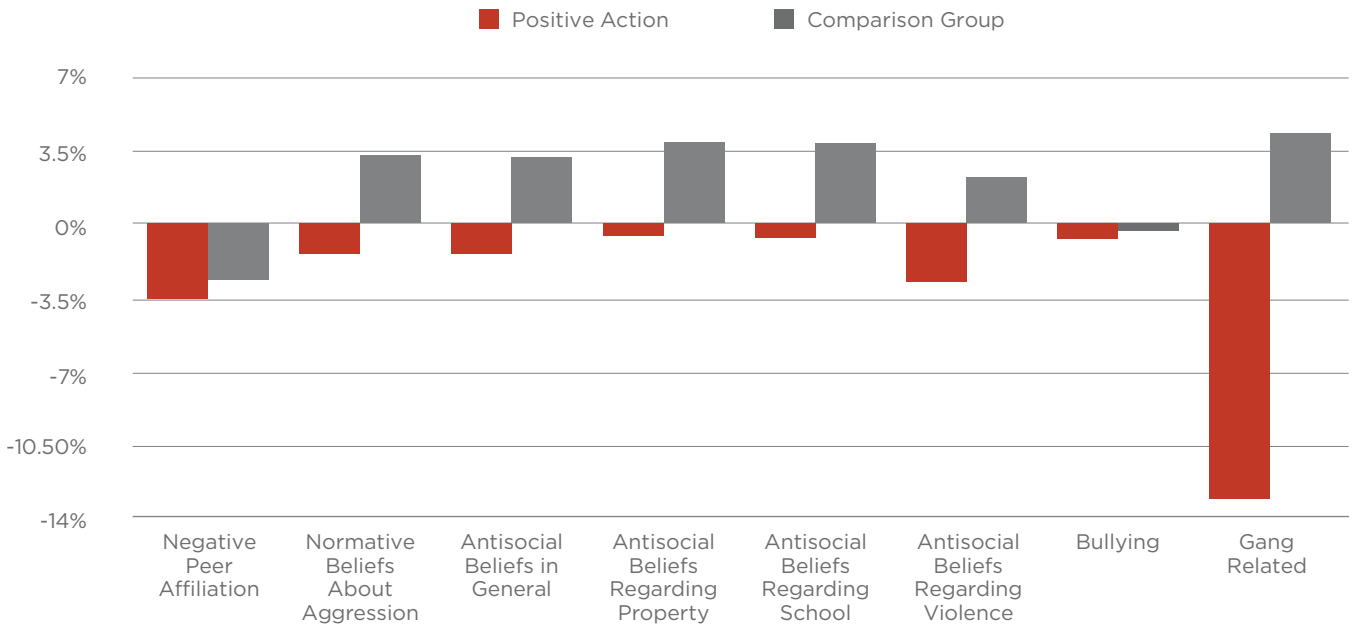
Performance Indicators and Results

560 Youth participants received Positive Action in 2015

Improved Social And Emotional Skills In Campers Taking The Positive Action Curriculum

An evaluation of the 2015 implementation measured 18 outcomes that are tied to violence. The analysis compared mean differences in scores pre- and post- intervention for a group of campers receiving Positive Action and a group of campers receiving a comparison curriculum. Positive Action campers showed greater improvement than the comparison campers on 82% of measures, including the outcomes below.

Change in self-reported pre- and post-test survey responses between Positive Action campers and campers taking a comparison curriculum.



Improvement indicated by decrease in scores

COMMUNITY SUPPORT FOR VICTIMS OF VIOLENCE

Launch Date: 2013 **End Date:** 2014

The Health Department worked with behavioral health community partners to ensure community access to support those who have experienced violent trauma. This collaborative process increased and supported the use of evidence-based trauma interventions, such as Psychological First Aid (PFA) and Skills for Psychological Recovery (SPR). This initiative worked to build community resilience through trainings in trauma-focused interventions.

Initiative Partners

- Tulane University Department of Psychology, Project Fleur-de-lis, Children's Bureau of New Orleans, The Institute of Women and Ethnic Studies

Why Part of Murder Reduction Strategy

Most research now shows that resilience is the result of individuals having an environment that either promotes well-being or protects them against further exposure to violence or disaster and negative social environments.

Risk/protective factors addressed: High emotional distress; exposure to violence

Performance Indicators and Results

248 Trained behavioral health professionals — across → **119** Different organizations

3 Psychological First Aid trainings for non-professionals

2 Skills for Psychological Recovery trainings

Unmet need of individuals seeking counseling in response to a violent crime

As stated in the "Measuring Outcomes and Impact" section of *NOLA FOR LIFE: A Comprehensive Murder Reduction Strategy,* each metric is continually reviewed for appropriateness and adjusted as needed. This measure was determined not to be appropriate and was removed.

CONNECTING HIGH NEEDS STUDENTS TO THE COORDINATED SYSTEM OF CARE

Launch Date: March 2013 **End Date:** May 2014

The New Orleans Health Department partnered with the Louisiana Coordinated System of Care (CSoC) to provide outreach to schools to raise awareness of the CSoC program, which provides wraparound services to children with serious behavioral health issues and their families. Through an intensive outreach project that provided a direct connection between CSoC staff and schools, schools are better equipped to identify students at risk for violence who may qualify for the program, understand the CSoC enrollment process and refer these students into the CSoC program.

Initiative Partners

- **Partners:** Louisiana Coordinated System of Care, Metropolitan Human Services District
- **Participating Schools:** Sophie B Wright Charter School, McDonogh City Park Academy, McDonogh #32 Literacy Charter School, Miller McCoy Academy, ReNEW Schools

Why Part of Murder Reduction Strategy

Evidence base: According to a national evaluation of Systems of Care, youth involved in Systems of Care spend more time in school, have improved grades, have fewer arrests, show reductions in disciplinary problems, and have improved emotional health.[8]

Performance Indicators and Results

17 Identified students referred to the CSoC program

?? Identified students assessed for the CSoC program

?? Identified students enrolled in the CSoC program

Due to data limitations, we are unable to know how many of the 17 identified students were assessed for and enrolled in the CSoC progam

[8] Helping Youth Thrive in the Community (2008, May 8). Substance Abuse and Mental Health Services Administration. Retrieved from http://csoc.la.gov/assets/csoc/Documents/HomePage/HelpingYouthThriveInTheCommunity.pdf

CONNECTING STUDENTS TO SUPPORTS

Launch Date: Expected Fall 2016 **End Date:** N/A

Too often schools see their students become victims of violence. At the same time, students who face academic, school discipline or attendance challenges while in school may become more likely to become involved in violence. The City, local charter management organizations and other partners will work together on a pilot to define the appropriate risk factors and identify students who are the highest risk for being involved with violence. A set of coordinated supports and interventions will then be available for these students to reduce their risk factors and strengthen protective factors.

Initiative Partners

- **Partners:** Orleans Parish Juvenile Court, FirstLine Schools, KIPP New Orleans Schools, New Orleans College Prep, Louisiana Public Health Institute
- **Funder:** Chevron

Why Part of Murder Reduction Strategy

Risk/protective factors addressed: Supports and interventions will address risk factors such as poor academic performance, association with delinquent peers, and aggression

Performance Indicators and Results

N/A Students connected to support services

N/A Improvement in school attendance and academic performance

COORDINATE & STRENGTHEN THE BEHAVIORAL HEALTH SYSTEM

Launch Date: September 2012 **End Date:** November 2014

Initiative Partners

- Metropolitan Human Services District, Behavioral Health Council members

When Mayor Landrieu took office, he asked the Health Department to make behavioral health – mental health and substance abuse – a public health priority. In response, the Health Department and Metropolitan Human Services District created and co-chair the Behavioral Health Council. The Council's work is ongoing as a group of providers, advocates and consumers that address coordination of behavioral health care in New Orleans. Some of the group's successes include:

- Publication of a Monthly Mental Health Dashboard to track trends in utilization and capacity
- Cataloging available resources through the NOLA FOR LIFE Resources website
- Developing the Community Alternatives Program, a mental health diversion program in the municipal court

Why Part of Murder Reduction Strategy

Risk/protective factors addressed: Substance abuse; history of treatment for emotional problems

Performance Indicators and Results

Development of an annual report detailing the state of the behavioral health system and the Behavioral Health Council's efforts to coordinate behavioral health services

COMPLETED

65+ Partner agencies engaged through behavioral health convenings

ENGAGING FATHERS

Launch Date: Expected Summer 2016 **End Date:** N/A

In order to support NOLA FOR LIFE participants as they navigate parenting and seek to develop healthy relationships, the Health Department is launching a Fatherhood pilot using the Parents as Teachers (PAT) curriculum. This will increase parental knowledge of their child's emerging development and age-appropriate child development, and improve parenting capacity, parenting practices and parent-child relationships.

Initiative Partners

- **Partners:** Children's Bureau of New Orleans
- **Funders:** W.K. Kellogg Foundation

Why Part of Murder Reduction Strategy

Children with highly involved fathers are much more likely to experience positive outcomes across multiple domains including: cognitive development, emotional development and well-being, social development, physical health, and fewer negative child developmental outcomes.

Risk/protective factors addressed: Many family risk factors, including low emotional attachment to parents or caregivers, low parental involvement, and poor family functioning

Performance Indicators and Results

N/A Fathers participating in Parents as Teachers education sessions

EXPANDING THE USE OF RESTORATIVE APPROACHES IN SCHOOLS

Launch Date: January 2014 **End Date:** N/A

Restorative approaches are an alternate discipline strategy that emphasize the reparation of harm and relationship-building over punitive discipline. Over the past two years, the Health Department (NOHD) has supported the Center for Restorative Approaches (CRA) in providing training to school staff and community members in restorative approaches. CRA has trained individuals as facilitators of restorative circles in schools, and CRA and CRA-trained volunteers have facilitated restorative circles at schools around New Orleans. As one of the top referring schools, Karr High School is receiving assistance in the implementation of whole school restorative approaches during the 2015-16 school year. An implementation guide was also developed and disseminated to assist schools in starting to use restorative practices.

Initiative Partners

- **Operating Partner:** Center for Restorative Approaches
- **Participating Schools:** Andrew H. Wilson Charter School and Edna Karr High School (schools receiving "whole school" approach); Numerous other schools have participated in trainings and have referred conflicts to CRA for resolution
- **Funder:** Office of Juvenile Justice and Delinquency Prevention via the National Forum on Youth Violence Prevention

EXPANDING THE USE OF RESTORATIVE APPROACHES IN SCHOOLS

Why Part of Murder Reduction Strategy

Risk/protective factors addressed: Low commitment to school and school failure

Performance Indicators and Results

65 Community volunteers recruited and trained

67 Restorative circles facilitated

Number of suspensions and expulsions in schools receiving "whole school" implementation support

Andrew Wilson Charter:

87% Records show at least an 87% reduction in suspensions between the 2012-2013 and 2014-2015 school years *(exact data unavailable due to change in charter operator)*

Edna Karr High School: Karr is completing their whole school implementation during publication of this report so data has not yet been compiled

Troi Bechet – Founder and CEO, Center for Restorative Approaches

NOLA FOR LIFE has allowed more New Orleans youth to learn peaceful conflict resolution skills and kept students off the School-to-Prison pipeline. With support from NOLA FOR LIFE and the New Orleans Health Department in 2015, CRA accepted 183 referrals for restorative circles, preventing 239 suspensions and saving over 1,400 hours of school instructional time. This comprehensive strategy to end violence is a catalyst for making our city safer and stronger.

FAMILY VIOLENCE PREVENTION STRATEGY

Launch Date: March 2013 **End Date:** N/A

This initiative infuses violence prevention programming in the Women, Infants, and Children (WIC) nutrition program. Adult WIC participants are screened to assess the risk of intimate partner violence and provided a referral to the New Orleans Family Justice Center (NOFJC) for appropriate further services. The screening initiative is now a standard practice at City-operated WIC sites.

In addition, the Health Department has added a component aimed at preventing child maltreatment. In collaboration with the Children's Bureau of New Orleans and the Tulane University School of Public Health and Tropical Medicine, the Health Department is piloting positive parenting training programs — Triple P-Positive Parenting Program and Play Nicely — that are designed to teach parents skills to help them build strong, healthy relationships with their children. These programs have been shown to decrease child maltreatment but have never before been tested in the WIC setting.

Initiative Partners

- **Partners:** New Orleans Family Justice Center, Children's Bureau of New Orleans, Tulane University School of Public Health & Tropical Medicine
- **Funder:** Centers for Disease Control and Prevention (Positive Parenting portion)

Why Part of Murder Reduction Strategy

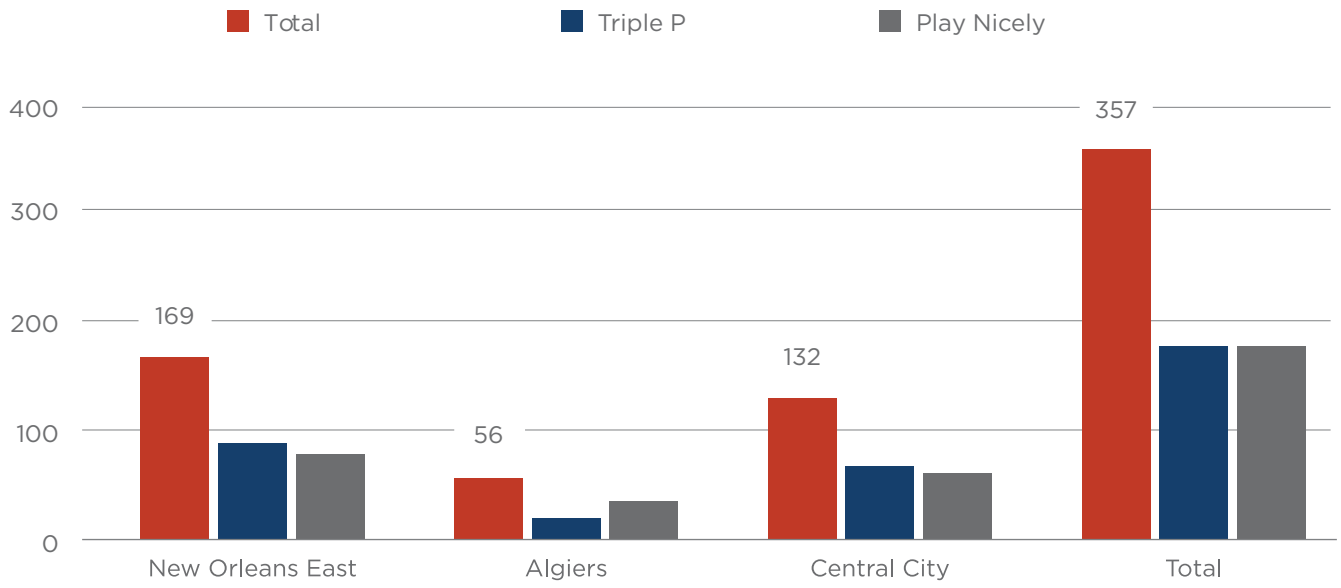
Family violence and homicide are often closely connected and childhood exposure to family violence can lead to a variety of psychological and physical problems.

Risk/protective factors addressed: Exposure to violence and conflict in the family; low emotional attachment to parents or caregivers; harsh, lax, or inconsistent disciplinary practices

Performance Indicators and Results

100% Of participants at WIC clinics receive family violence screening

Number of WIC participants who participate in parenting trainings



Catherine Taylor, Ph.D., MSW, MPH – Associate Professor of Global Community Health and Behavioral Sciences, Tulane University School of Public Health and Tropical Medicine

A key strategy to preventing child maltreatment, countering adverse childhood experiences, and promoting child health and development is to promote positive parenting (i.e., safe, stable, and nurturing parenting relationships). The Tulane Innovations in Positive Parenting study is implementing and testing brief, low resource-intensive, parenting education interventions as part of the NOLA FOR LIFE violence prevention initiative. NOLA FOR LIFE has been instrumental in forging and supporting the community partnerships necessary to carry out this project and, ultimately, to sustain any lasting results. Preliminary study findings are promising as parents exposed to these interventions reported having more confidence in their use of positive parenting skills, being less reliant on use of physical discipline, and seeing positive changes in their children's behavior.

MAKING CONNECTIONS TO IMPROVE HEALTH AND WELL-BEING

Launch Date: Expected Fall 2016 **End Date:** N/A

The New Orleans Health Department, as a grantee of the national Making Connections initiative, has assembled a group of stakeholders invested in improving the health and well-being of African American males by gathering community feedback and developing community level strategies for addressing trauma, disconnection and isolation, as well as false perceptions of masculinity. The initiative will develop an actionable prevention plan to integrate trauma-informed practices where African-American boys and men live, learn, work, play, and pray, while connecting them to behavioral and physical health resources.

Initiative Partners

- **Planning Committee:** The Network for Economic Opportunity, Crescent City Media Group, Tulane Prevention Resource Center, 504HealthNet, New Orleans Health Department, New Orleans Recreation Development Commission, Sixth Baptist Church, Institute of Women & Ethnic Studies, WYRevolution
- **Funder:** Movember Foundation

Why Part of Murder Reduction Strategy

This will strengthen community-level protective factors for African American men and boys, as well as connect them to behavioral and physical health resources.

Risk/protective factors addressed: Exposure to violence; high emotional distress; involvement in prosocial activities

Performance Indicators and Results

Development of strategic prevention plan to improve the mental health and well-being of African-American boys and men through community-level interventions – In progress

MAYOR'S STRATEGIC COMMAND TO REDUCE MURDERS

Launch Date: January 2012 **End Date:** December 2013

The Mayor's Strategic Command to Reduce Murder was successfully implemented in New Orleans with three key successes:

- Provided a space for the criminal justice system, neighborhood groups, schools, faith-based organizations, and others to develop action items to assist in reducing murder
- Convened murder case reviews with local, state, and federal law enforcement partners
- Strengthened the City's murder and non-fatal shooting analysis capabilities by conducting routine and ad hoc analysis of non-fatal shootings and murders, and providing that information to stakeholders

The City continues to convene criminal justice and community partners through multiple working groups and collaboratives, and the Mayor's Office of Criminal Justice Coordination continues to publicly provide analysis of murders and non-fatal shootings.

Why Part of Murder Reduction Strategy

Evidence base: The Mayor's Strategic Command to Reduce Murder was modeled on the Milwaukee Homicide Review Commission, which has been identified by the Department of Justice as a best practice, and for Milwaukee, has been instrumental in realizing a significant reduction in murder.[9]

Initiative Partners

- **Operating Partner:** Tulane University School of Public Health & Tropical Medicine
- **Participating Agencies:** Addicted to the Lifestyle, APEX Community Advancement, ATF, Court Appointed Special Advocates, Children's Bureau of New Orleans, City of New Orleans - Health Department, City of New Orleans - Homeland Security, City of New Orleans - Mayor's Office, Covenant House, Crimestoppers, DEA, FBI, GNO Inc, HANO Police, JOB1, Justice and Accountability Center of Louisiana, LA Coalition for the Offender Resources, LA Probation & Parole, Louisiana State Police, Loyola University New Orleans, New Orleans Black Men and Boys Initiative, New Orleans Business Council, New Orleans Crime Coalition, New Orleans Family Justice Center, New Orleans Fatherhood Consortium, New Orleans Police and Justice Foundation, New Orleans Business Alliance, NOPD, NORDC, Odyssey House, Office of Juvenile Justice, Orleans Parish School Board, Orleans Parish District Attorney's Office, Orleans Parish Coroner, Orleans Public Defenders, Orleans Parish Sheriff's Office, Recovery School District, Total Community Action, Tulane University, United States Attorney's Office for the Eastern District of Louisiana, United States Department of Justice, United States Marshals Service, Urban League of Greater New Orleans, Vera Institute of Justice, Voice of the Ex-Offender, Voices of Experience, Volunteers of America, Youth Empowerment Project

[9] Azrael, D., Braga, A. A., & O'Brien, M. E. (2012). Developing the Capacity to Understand and Prevent Homicide: An Evaluation of the Milwaukee Homicide Review Commission. Washington, DC: National Institute of Justice.

MAYOR'S STRATEGIC COMMAND TO REDUCE MURDERS

Performance Indicators and Results

- Continuously updated database of murders and non-fatal shootings – Complete and ongoing
- Number of murder reviews and data-sharing with law enforcement and community stakeholders – Nearly every month from 2012-2013

Frank Palestina – Former Probation and Parole District Administrator, New Orleans District Office

In my role, I have been aware of the need for improved collaboration and information sharing among federal, state, and local law enforcement partners. Although each agency was committed to resolving the murder problem in New Orleans, the lack of teamwork resulted in less than desired outcomes. By unifying the law enforcement agencies into Strategic Command, the total resources became greater than the sum of individual parts. More importantly, the Strategic Command provided structure and leadership to the law enforcement community. Over the course of the last four years, this comprehensive effort has resulted in the arrest and conviction of multiple gang members as well as individual offenders for committing the crime of murder. On a personal note, I am very proud to have been a part of this collaboration and look forward to more positive results in the future.

NATIONAL FORUM ON YOUTH VIOLENCE PREVENTION

Launch Date: September 2012 **End Date:** N/A

Initiative Partners

- National Forum on Youth Violence Prevention

The National Forum on Youth Violence Prevention (the Forum) is a network of communities and federal agencies that work together, share information and build local capacity to prevent and reduce youth violence. Established by President Obama in 2010, the Forum brings people together from diverse backgrounds to learn about the crisis of youth and gang violence in the U.S. and to build comprehensive solutions on the local and national levels. The goal of the Forum is to build community capacity to prevent youth violence.

Supported by the Forum, the City of New Orleans developed the *NOLA FOR LIFE PLAYbook: Promoting Life for all Youth*, a strategic plan to prevent youth violence in New Orleans. The PLAYbook is designed to improve youth safety by addressing risk and protective factors for youth violence and coordinating resources for youth.

Why Part of Murder Reduction Strategy

As a NOLA FOR LIFE initiative, the Forum is a link to the national conversation on youth violence and has served as an incubator for innovative local, community-based initiatives to prevent youth violence.

Performance Indicators and Results

3 Convenings providing an opportunity for solutions-focused dialogue centered around the public health approach to addressing youth violence

3 Communications materials developed *(e.g. reports, factsheets, etc.)* outlining the public health approach to addressing violence

NOLA FOR LIFE FUND

Launch Date: October 2012 **End Date:** N/A

Civic engagement and community support are essential parts of the overall effort to reduce murders in New Orleans. The NOLA FOR LIFE Fund, managed by the Greater New Orleans Foundation, makes grants to local organizations to immediately increase their capacity to serve the highest risk individuals in our community. The Fund solicits donations and awards grants to community-based organizations that support violence prevention.

Initiative Partners

- **Major donors:** Chevron, Wells Fargo, Mignon Faget, New Orleans tourism and hospitality community
- **Operating partner:** Greater New Orleans Foundation

Why Part of Murder Reduction Strategy

Local organizations who are working to reduce violence need support to expand the capacity and effectiveness of their efforts.

Risk/protective factors addressed: The Fund has supported community organizations who reduce risk factors across areas such as mental health, social and emotional skills, employment, and education

Performance Indicators and Results

$2,100,000 Funds raised from 94 donors

$1,310,000 Of grants awarded toward serving high-risk individuals received by 37 organizations

NOLA FOR LIFE MENTORING

Launch Date: November 2014 **End Date:** N/A

The NOLA FOR LIFE Mentoring initiative works with existing community organizations to provide healthy mentorship relationships for young males in New Orleans at risk of exposure to or involvement in violence. The initiative has established best practices, policies and tools to support high-quality mentoring for these youth, and is recruiting mentors to increase the number of youth with a connection to a caring adult.

Initiative Partners

- **Mentoring Partner Organizations:** 100 Black Men of Metro New Orleans, Court Appointed Special Advocates (CASA), Communities in Schools, MentorNOLA with Each One Save One, Son of a Saint
- **Contributors:** Goodwill of Southeastern Louisiana, LSU AgCenter 4-H, Silverback Society, New Orleans Kids Partnership, Dr. Charles Corprew, New Orleans Pelicans, SPAWAR Systems Atlantic, The National WWII Museum

Why Part of Murder Reduction Strategy

Young men lack positive connections with trusted adults. Connections to trusted adults helps with good decision making and improves youth outcomes.

Evidence base: Research has shown mentoring to improve a host of youth outcomes. For example, youth with mentors are significantly less likely to carry a weapon and are more likely to resist negative influences.[10]

Risk/protective factors addressed: Aggression; poor attitude toward/performance in school; association with delinquent peers; connectedness to adults outside the family

Performance Indicators and Results

5 Mentoring programs serving at-risk youth

24 At-risk youth being mentored

85% Of relationships between youth and mentors have met the best practice of a relationship lasting one calendar or school year

Jeremy Le (Mentor)

I was introduced to the NOLA FOR LIFE Mentoring Program through their partnership with Communities in Schools. I wanted to get involved in community service and met Marcus through the program. So far we talk about his life, future and goals; go to the gym; and I took him on a tour of my college campus. It's going well, and I look forward to my time with Marcus.

Marcus Green (Mentee)

I wanted a mentor because one day at school I was having a hard time. I knew I wouldn't always have my counselor to support me so I asked to be a part of the program. My time with Jeremy has been good. Our time together keeps my mind occupied on positive things. Since I met Jeremy, he has inspired me to think about big goals like going to a four-year college and choosing a career path.

[10] Mentoring: An Investment in Positive Youth Outcomes. MENTOR: The National Mentoring Partnership. Retrieved from http://www.mentoring.org/new-site/wp-content/uploads/2015/09/MENTOR_Report.pdf

NOLA FOR LIFE MIDNIGHT BASKETBALL

Launch Date: January 2012 **End Date:** N/A

NOLA FOR LIFE Midnight Basketball is a free weekly basketball tournament that provides males 16 years and older with a safe and constructive space to interact, build bonds, receive guidance from positive male role models and get connected to educational opportunities, jobs and other support services.

Initiative Partners

- **Partners:** New Orleans Pelicans, GeauxPlay, DJ Wild Wayne (Q93), RPM Pizza (Domino's), Nike, Reebok, Durham School Services, MetroPCS, Circular Consulting
- **Speakers:** Over 40
- **Service Providers:** Over 20

Why Part of Murder Reduction Strategy

Young men need opportunities for safe activities during times of peak violence. Moreover, the environment is a vehicle to expose the participants to positive role models and get them connected to resources they need.

Risk/protective factors addressed: Lack of recreational opportunities; connectedness to adults outside the family; involvement in social activities

NOLA FOR LIFE MIDNIGHT BASKETBALL

Performance Indicators and Results

Number of participants

MEASURES	SEASON 1-2 (2012)	SEASONS 3-5 (2013)	SEASONS 6-7 (2014)	SEASONS 8-10 (2015)	SEASON 11 (2016)	TOTAL
TOTAL ATTENDANCE	1,525	3,259	1,840	2,769	993	10,386
PLAYERS	1,283	2,194	1,201	1,960	630	7,268
SPECTATORS	242	1,065	639	809	363	3,118

147 Players have signed up for educational opportunities, jobs or other support services

Christopher Williams

Before attending Midnight Basketball, I spent most of my time working long hours for a local pharmacy. My love for the game of basketball drew me to the Midnight Basketball program, where I was later introduced to a variety of resources offered by NOLA FOR LIFE. The particular resource that caught my attention was STRIVE New Orleans – a four-week job readiness training program offered through the Mayor's Network for Economic Opportunity strategy. STRIVE helped me changed my outlook on life, and now I'm working for the Sewerage and Water Board of New Orleans. Midnight Basketball taught me that resources are out there, and people really want to help.

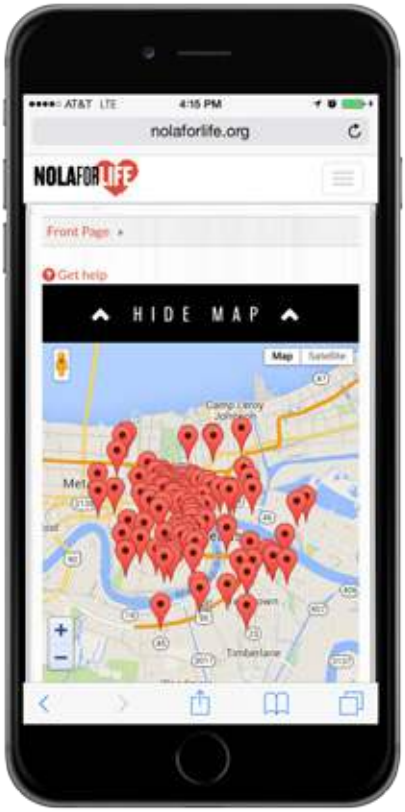
Dennis Lauscha – President, New Orleans Pelicans

Midnight Basketball has proven to be a much needed, positive outlet that has helped provide leadership and organized direction for the many young men that have participated in this project over the years. We've witnessed first-hand the power of positive mentorships and the importance of having an outlet that allows members of our city to live an active and healthy lifestyle. This continues to be a positive program with a bright future with which we are pleased to be associated.

NOLA FOR LIFE RESOURCES MOBILE WEBSITE

Launch Date: June 2014 **End Date:** N/A

The NOLA FOR LIFE Resources Mobile Website is designed to raise awareness and enhance access to behavioral health, primary care and social service providers for the NOLA FOR LIFE target population. The website allows users (service providers and the public) to identify services available near a given location, provides a service feedback loop, and allows for continual updating of provider information.



Why Part of Murder Reduction Strategy

Risk/protective factors addressed: The website increases access to services which help reduce risk factors across areas such as housing, health, employment, substance abuse, and education

Performance Indicators and Results

8,890 Visitors to website

NOLA FOR LIFE SERVICES COLLABORATIVE

Launch Date: March 2014 **End Date:** N/A

The NOLA FOR LIFE Services Collaborative (derived from the NOLA FOR LIFE Community of Practice), is a cohort of social service organizations who have committed to developing a continuum of services for boys and men of color at risk for involvement in violence in New Orleans. The Collaborative convenes four workgroups to address the relevant service needs of youth, high-risk youth, high-risk young adults and adult returning citizens with regard to prevention, intervention and rehabilitation.

The Collaborative embraces the "collective impact" approach, ensuring that sustainable interventions and solutions are in place to improve outcomes for young men and boys. Since its launch in March 2014 the Collaborative has completed a year of planning, during which the cohort:

1. Established common intake and assessment tools
2. Identified evidence-based best practice models and program standards
3. Established shared performance measures
4. Entered into a partnership with the Opportunity Youth Data Sharing Council to develop of a universal client tracking system

In 2016, the Collaborative launched a pilot project for high-risk 14-18 year olds who have been affected by violence. The pilot is testing the efficacy of the common intake and assessment tools, evidence-based case management standards and how youth benefit from a formal provider collaborative.

Initiative Partners

- **At-Risk Workgroup:** Urban Strategies, MentorNOLA with Each One Save One, Total Community Action, Communities in Schools, JOB1, Partnership for Youth Development
- **High-Risk Workgroup:** The NET Charter High School, CASA, Boys Town, Family Center of Hope, Liberty's Kitchen, JOB1/NOLA Youth Works, Youth Study Center, Youth Opportunity Center, Partnership for Youth Development, Youth Rebuilding New Orleans, Louisiana Center for Children's Rights
- **Intervention Workgroup:** Delgado Community College, Covenant House, Total Community Action, Inc., Youth Empowerment Project, Café Reconcile, JOB1, NOLA Dads
- **Reentry Workgroup:** Urban League, Goodwill Industries, Total Community Action, NOLA FOR LIFE Reentry Program, JOB1, Council on Alcohol & Drug Abuse
- **Pilot Participants:** Boys Town, The NET Charter High School, Children's Bureau of New Orleans, Communities in Schools, Recovery School District, Juma Ventures, Youth Study Center, Family Service of Greater New Orleans, Total Community Action, Café Reconcile, Crescent Leadership Academy
- **Funder:** Robert Wood Johnson Foundation
- **Other Partners:** Social Solutions, ExactChange, Louisiana Public Health Institute

NOLA FOR LIFE SERVICES COLLABORATIVE

Why Part of Murder Reduction Strategy

Risk/protective factors addressed: The Services Collaborative improves the quality of services which help reduce risk factors across areas such as housing, health, employment, substance abuse, and education.

Performance Indicators and Results

0 Individuals receiving supportive services in the provider collaborative pilot

Development of the following continuum building blocks:

COMPLETE Common intake and assessment tools

COMPLETE Evidence-based best practice models and program standards

COMPLETE Shared performance measures

COMPLETE Universal client tracking

POSITIVE BEHAVIORAL INTERVENTIONS AND SUPPORTS

Launch Date: August 2014 **End Date:** N/A

Positive Behavioral Interventions and Supports (PBIS) is an evidence-based decision-making framework that improves school climate by helping schools develop systems to use data for decision-making and problem solving, arrange the environment to help manage the development and occurrence of problem behavior, as well as teach and encourage pro-social skills and behaviors.

The New Orleans Health Department, in collaboration with community partners, has provided training and technical assistance to New Orleans schools to build their capacity to implement PBIS. The City will continue to support local schools in the implementation of PBIS, as well as advocate for high-fidelity implementation of PBIS throughout New Orleans schools.

Initiative Partners

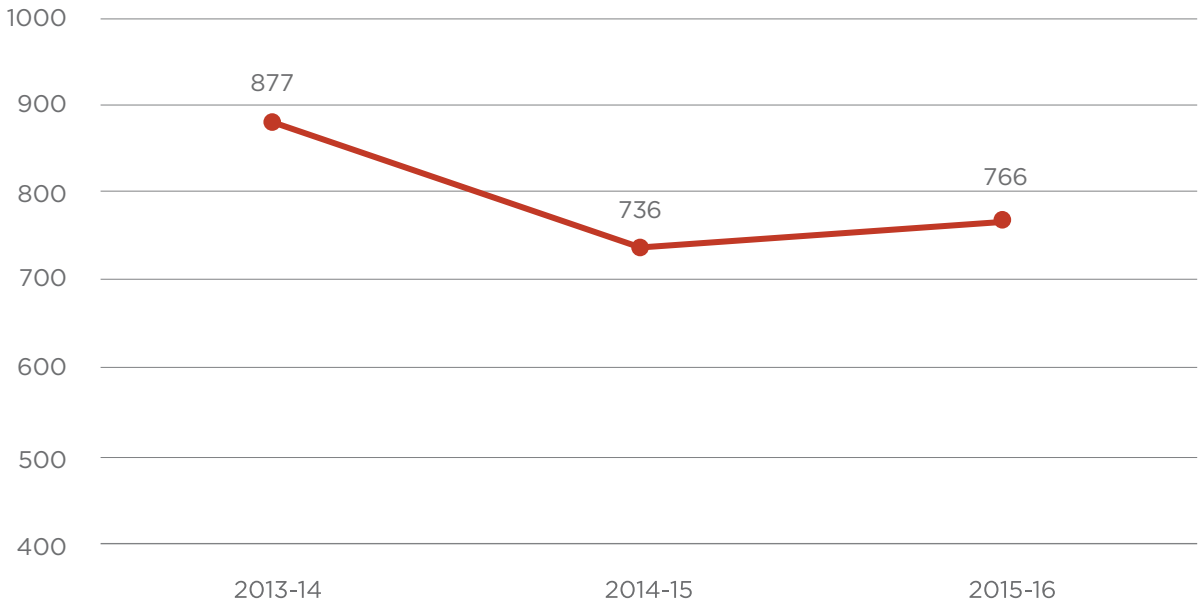
- **Participating Schools:** Crescent Leadership Academy, Lake Area New Tech Early College High School, Joseph S. Clark Preparatory High School
- **Operating Partner:** Verbena Group, Strategies for Youth Development
- **Funder:** Office of Juvenile Justice and Delinquency Prevention and U.S. Department of Education via the National Forum on Youth Violence Prevention

Why Part of Murder Reduction Strategy

Risk/protective factors addressed: School climates that are positive, safe and engaging

Performance Indicators and Results

Number of suspensions and expulsions in schools receiving technical assistance



POSITIVE BEHAVIORAL INTERVENTIONS AND SUPPORTS

School fidelity of PBIS implementation

A school is implementing PBIS with fidelity when the school achieves a score of at least 80% on the Schoolwide Evaluation Tool (SET)

Crescent Leadership Academy

81.3% SET score

Lake Area

N/A SET not yet completed

Clark

N/A Discontinued receiving training and technical assistance

Nicholas Dean – Principal, Crescent Leadership Academy

NOLA FOR LIFE is a community wide effort to confront and address some of the factors that lead young men to solve problems in an extreme way. The egregious use of violence has become a default way that many choose to address conflicts that could be handled more peacefully. NOLA FOR LIFE has benefited Crescent Leadership Academy through deliberate attention to restorative justice and cognitive interventions. When we have violence, or threats of violence on our campus, we seek to create empathy where none might not yet exist. We seek to create a human connection between both sides of the conflict, and we work to frame problems through a lens that creates multiple possible ways to handle problems, without a gun. Through the NOLA FOR LIFE community I have developed a resource network of qualified and capable people that continuously work toward this end.

SUPPORTING SCHOOLS IN TRAUMA-INFORMED APPROACHES

IWES' creative arts psychotherapeutic support group at Crocker Prep

Launch Date: June 2012 **End Date:** N/A

In 2012, the New Orleans Health Department worked with New Orleans' schools to create a process that links schools with counseling and victim assistance resources following a student-involved homicide. The Health Department has coordinated responses to 48 student-involved homicides and other traumatic events involving public school students, ensuring that schools have the critical resources that they need to respond to students' grief and trauma.

Building on this, the Health Department, in partnership with local experts in trauma, launched a learning collaborative in 2015 to support schools in implementing trauma-informed approaches. This collaborative effort is providing assistance for five schools to become trauma-sensitive schools — aware of the prevalence of trauma and capable of responding to traumatized students' unique needs.

Initiative Partners

- **Trauma Faculty:** Project Fleur-de-Lis, Tulane University Department of Psychology, Children's Bureau of New Orleans, The Institute of Women and Ethnic Studies (IWES), Strategies for Youth Development, Louisiana Public Health Institute, Metropolitan Human Services District
- **Participating Schools:** G.W. Carver Preparatory Academy, KIPP Believe Primary School, Lawrence D. Crocker College Prep, Success Preparatory Academy, New Orleans Charter Math and Science High School, KIPP Renaissance High School
- **Funder:** Office of Juvenile Justice and Delinquency Prevention as part of the National Forum on Youth Violence Prevention

SUPPORTING SCHOOLS IN TRAUMA-INFORMED APPROACHES

Why Part of Murder Reduction Strategy

Exposure to violence is damaging to youths' growth and development and increases the likelihood for involvement in violence later in life. Schools can play an important role in providing aid to students who are experiencing psychological trauma, thereby preventing future violence.

Risk/protective factors addressed: High emotional distress; exposure to violence; commitment to school; deficits in social cognitive or information-processing abilities

Performance Indicators and Results

29 Trauma-related professional development sessions for schools

5 Schools that implement trauma-informed practices

48 Coordinated responses to student-involved homicides and other traumatic events involving public school students

Amanda Aiken – Senior Director of Schools, New Orleans College Prep (Former Principal, Lawrence D. Crocker College Prep)

As part of the Supporting Schools in Trauma-Informed Approaches initiative, the Health Department and NOLA FOR LIFE have supported us by providing financial resources and technical support, spearheading this work, organizing the collaborative, and supporting us in applying for more funding to continue the work. We are starting to realize that significant numbers of our youth have been exposed to trauma, often as a result of witnessing violence. The trauma-informed approaches work allows the schools involved to provide practices and services to scholars that will start to help the healing process. Also we know that violence in cyclical. Trauma-informed approaches help victims of violence address stress, trauma, and other social emotional issues to prevent the reoccurrence, or retaliation that often stems from witnessing violence or being a victim of violence.

This work has really expanded our social emotional support to not only scholars but also to families, thus stabilizing the family unit. In addition, the trauma-informed approaches really challenged some of our discipline practices and have pushed us to continue to make changes to reduce suspensions and expulsions. We were formally introduced to restorative approaches through the trauma-informed collaborative and this has significantly reduced the occurrence of ongoing fights at our school.

NOLA FOR LIFE is an incredibly innovative strategy that addresses violence and violence reduction through a dynamic and multi-leveled approach.

YOUTH ENGAGEMENT STRATEGY

Launch Date: December 2015 **End Date:** N/A

The youth engagement strategy, with support from the National Forum on Youth Violence Prevention, creates a structure for engaging youth as part of youth violence prevention efforts. It provides opportunities for youth to infuse their voice in NOLA FOR LIFE programming, and it will partner with youth on the implementation of violence prevention initiatives.

Examples include:

- Youth Violence Prevention Summit – A biannual summit to engage youth and community leaders around key issues affecting youth violence in New Orleans
- Youth-Police Dialogues – Structured dialogues between youth and police officers to break down stereotypes and communication barriers, while building mutual respect and understanding
- Youth Violence Prevention Institute – A leadership development series for youth culminating in a violence prevention project

Initiative Partners

Summit Planning Committee:

- **Organizations:** Up2Us Sports, School Health Connection, Families and Friends of Louisiana's Incarcerated Children, Cities United, Southern University Agricultural Research & Extension Center, Louisiana Public Health Institute, Communities in Schools, NORDC, Center for Restorative Approaches, Wholey Living Simply Living
- **Individuals:** Jakita Allen, Patrick Anderson, Ashana Bigard, Avery Brewton, Kiksha Constantine, Amari Foy (Youth), Samantha Francois, Joseph Guthridge (Youth), Jazzmyne Howard (Youth), Guenevere Hoy, Ernest Johnson, Mwende Katwiwa, Kareem Kennedy, Kimbrielle (Youth), Shayne Latter, Joshua Montrel (Youth), Nana Anoa Nantambu, Greg Rattler, Krystal Sugulleh, Daniel W. (Youth), Luella Williams, Leonard Zanders, Tom Zolot

YOUTH ENGAGEMENT STRATEGY

Why Part of Murder Reduction Strategy

When young people tackle a specific issue or social problem, their ideas and energy can contribute to improved outcomes related to that issue or problem. It is important for young people to have an influential role in shaping the policies and programs that impact them.

Risk/protective factors addressed: Low levels of community participation; involvement in prosocial activities; membership in peer groups that do not condone antisocial behavior

Performance Indicators and Results

92 Youth engaged in development of violence prevention projects and initiatives

Joshua Montrel – Student at New Orleans Charter Math and Science High School

In the summer of 2015 I took an internship at City Hall, working in the Health Department on the NOLA FOR LIFE Youth Engagement Strategy. Taking this internship was one of the best decisions of my life. It gave me an opportunity to help others throughout the New Orleans community. By working there I was able to help plan the Youth Summit, tackling one of the biggest issues in New Orleans – violence, and more specifically its impact on youth. The idea that a TEENAGER could sit at a table with New Orleans service providers and actually help contribute in making a difference in the city was mind blowing. This internship granted me a once-in-a-lifetime opportunity that I will not forget and that has contributed greatly to my future.

PROMOTE JOBS AND OPPORTUNITY

- NETWORK FOR ECONOMIC OPPORTUNITY
- NOLA FOR LIFE REENTRY STRATEGY (RISE – REINTEGRATION SERVICES)
- NOLA YOUTH WORKS SUMMER JOBS PROGRAM

Neighborhoods that experience the highest levels of violence also experience high levels of poverty and unemployment. Training and better access to good jobs provides a path away from violence and toward opportunity. In 2013, NOLA FOR LIFE started Pathways to Prosperity to address this challenge. Due to the significance of this work, it became an entire strategy spawning the Network for Economic Opportunity, launched in 2014.

Blair Boutte – Owner, B3 Consulting, LLC

For those involved in the street life, the decision to change is never an easy one. It's tough to think of a life without the hustle, because once you're in it, that's all you know. For a time, that's all I knew too. But I strongly believe they can make a change. They have skills, but need help putting their skills to use in legitimate and positive ways. NOLA FOR LIFE brings together a community of service providers and support to help young men make that change. I'm proud to be a part of this, and I have hired NOLA FOR LIFE participants who have done a great job working with me in my businesses. I can honestly say that NOLA FOR LIFE is making a real difference in the lives of real people.

Angela Glover Blackwell – President and CEO, PolicyLink

Mayor Landrieu's NOLA FOR LIFE initiative and Economic Opportunity strategy recognize that equity and inclusion are critical not only for the residents who have been left behind, but also for a safe and prosperous New Orleans. The city is tackling violence and economic inequities in a smart and comprehensive way—allowing all to reach their full potential and setting an example for the rest of the nation.

THE NETWORK FOR ECONOMIC OPPORTUNITY

Launch Date: September 2014 **End Date:** N/A

Overall, the City's broad economic development plan, ProsperityNOLA, is rooted in the belief that for New Orleans to be successful, all citizens must have an equal opportunity to participate in the city's economic growth.

In 2013, NOLA FOR LIFE started Pathways to Prosperity because we knew that people must be employed to be on the path to self-sufficiency and financial independence.

Due to the significance of this work, it became an entire strategy called the Network for Economic Opportunity, launched in 2014. This strategy embodies the realignment of the City's workforce development system to focus on preparing individuals who have multiple barriers to entering the workforce while also providing multiple pathways to employment in high demand fields that pay a living wage.

Since the strategy launched in 2014, the Network has led the following economic opportunity advancements:

- Partnered with local workforce readiness agencies to establish five Opportunity Centers that prepare jobseekers for work
- Established STRIVE NOLA, which functions as a workforce intermediary to target and connect jobseekers with the most severe barriers to employment
- Engaged local anchor institutions to prioritize hiring disadvantaged jobseekers

Initiative Partners

- **Lead Organizations:** Greater New Orleans Foundation, Foundation for Louisiana, New Orleans Business Alliance (NOLABA), NewCorp, Urban League, Total Community Action, Goodwill Industries, Good Work Network, Delgado Community College, Oschner Health System, LCMC Health, The Sewerage and Water Board, PolicyLink
- **Funders:** Ford Foundation, Wells Fargo, W.K. Kellogg Foundation, Living Cities, General Electric Foundation, Greater New Orleans Foundation, New Orleans Works Funders Collaborative, United Way, Capital One, J.P. Morgan Chase, Surdna Foundation, Foundation for Louisiana, Baptist Community Ministries

THE NETWORK FOR ECONOMIC OPPORTUNITY

- Passed the Hire NOLA policy
- Established new rules governing the City's DBE policy
- Launched the 'Build NOLA' training program for small and disadvantaged businesses

Why Part of Murder Reduction Strategy

Risk/protective factors addressed: Unemployment; school dropout; association with delinquent peers

Performance Indicators and Results

211 Individuals connected to employment

84% Of new hires remain employed after 6 months

NOLA FOR LIFE REENTRY STRATEGY (RISE – REINTEGRATION SERVICES)

Launch Date: June 2014 **End Date:** N/A

Through formalized partnerships between key City departments, members of the criminal justice system, business, civic and faith-based communities, the City has developed a reentry strategy and pilot program for reentry employment with over 140 justice-involved adults and youth participating. The strategy is:

- Working to strengthen and increase access to the social service and employment services pipeline for formerly incarcerated people
- Creating a unified case management system for quality assurance, monitoring and reporting on services provided to formerly incarcerated participants
- Implementing a group support model to target criminogenic thinking and behavior of participants in a peer-to-peer environment
- Advocating for policy changes that would remove barriers to reintegration into society for formerly incarcerated people
- Working with the business community to increase opportunities for formerly incarcerated people in employment
- Working with state and regional partners to leverage resources to improve outcomes for formerly incarcerated people throughout Louisiana

Initiative Partners

- **Lead Organizations:** Louisiana Department of Public Safety & Corrections, Goodwill Industries, Urban League, Total Community Action, Council on Alcohol & Drug Abuse, Community Service Center, Louisiana Public Health Institute, The Network for Economic Opportunity, MICAH
- **Funders:** United States Department of Justice, Bureau of Justice Assistance

Why Part of Murder Reduction Strategy

Louisiana has the highest incarceration rate (per capita) in the nation. Each year, approximately 18,000 people are released from state prisons and jails to communities across Louisiana. Within five years, nearly 43% will return to prison.

Risk/protective factors addressed: Unemployment; delinquency; association with delinquent peers

Performance Indicators and Results

Key Pillar Performance Indicators and Results

8% 6-month recidivism rate for formerly incarcerated individuals who participate in reentry programming (as of April 30)

Outputs

145 Participating formerly incarcerated individuals, 123 active as of April 30

8 Education or employment services are being provided to returning citizens: C-Tech, Environmental Careers, Hospitality, Software Development, CDL, Truck Driving, HiSET, Welding and Machinist Trade

Jordan Collins

While I was enrolled in a local four-year college, I was incarcerated for making some bad decisions. I spent six months in prison and during that time my mother was introduced to the NOLA FOR LIFE Reentry Program. When I returned to society, the program helped me with my resume writing skills and job search. My job search was challenging, and I faced setbacks because of my criminal background. I started volunteering as a tutor for a local non-profit organization while I continued searching for a job. I recently received my bachelor's degree in psychology, and I am working as a year-round lifeguard. I am also enrolled in a four-month intensive learning program that will allow me to have an associate degree in industrial technology. The NOLA FOR LIFE Reentry Program has given me a different outlook on decision-making and guided me along my journey.

Paris Sumas

After spending ten months incarcerated, I was introduced to the NOLA FOR LIFE Reentry Program two months after my release. The program immediately helped me get on my feet with scheduling meetings and interviews, and obtaining the proper interview attire. I began my new journey by joining a trade school program and gained certifications as an environmental technician. Today, I am enrolled in a program at a local community college for a career in welding. NOLA FOR LIFE was the best thing to ever happen to me. They are reaching out to young black men who are seeking help and need help—it changed my life, and there's nothing else that can top my experience with this program.

NOLA YOUTH WORKS SUMMER JOBS PROGRAM

Launch Date: April 2013 **End Date:** N/A

The Mayor's NOLA Youth Works Summer Jobs Program is a multifaceted effort that provides summer employment opportunities for youth ages 14-21 with rewarding summer work experiences at private companies, non-profit organizations and other entities. In addition, specialized programming is provided to adjudicated or court involved youth. Program components include Work and Learn, Signature, Athletics & College, Junior Camp Counselor, Traditional and Intern NOLA.

Why Part of Murder Reduction Strategy

Evidence base: In a randomized controlled trial among 1,634 disadvantaged high school youth in Chicago, assignment to an 8-week summer jobs program decreased violence by 43% over the next 16 months, with most of the reduction coming after the conclusion of the program.[11]

Risk/protective factors addressed: Unemployment; diminished economic opportunities; lack of involvement in conventional activities

Performance Indicators and Results

5,974 Youth employed through the program

377 Adjudicated youth offered specialized services

[11] Heller, S. B. (2014). Summer jobs reduce violence among disadvantaged youth. *Science,* 346(6214), 1219-1223

GET INVOLVED AND REBUILD NEIGHBORHOODS

- COLLECTIVE EFFICACY
- FIGHT THE BLIGHT
- LIGHTING UP THE CITY
- NOLA FOR LIFE DAYS
- NOPD COMMUNITY POLICING
- PUBLIC AWARENESS CAMPAIGN
- QUALITY OF LIFE STAT

The environment in which people live, work, and play has an impact on an individual's quality of life and risk of being involved with violence. Furthermore, neighborhoods with strong attachment and mutual trust among its residents will work together to reduce violence. The initiatives in this pillar improve the built environment (Fight the Blight, Lighting Up the City, NOLA FOR LIFE Days, Quality of Life Stat) and engage everyone to contribute towards a better New Orleans (Collective Efficacy, NOPD Community Policing, Public Awareness Campaign). To make New Orleans safe we all need to do our part, get involved and rebuild our neighborhoods.

Anthony D. Smith – Executive Director, Cities United

As the lead for Louisville's Cities United and National Forum on Youth Violence Prevention initiatives, I used NOLA FOR LIFE as a model for building out Mayor Fischer's "One Love Louisville - Be The One To Make A Difference" comprehensive violence prevention strategy. The program offered me a new way to think about this work. What I love most about NOLA FOR LIFE is that it is not only about the whole, but also about the individual. It gives the city a rallying cry, a way to see those most impacted by community violence as assets and it ultimately gives folks hope.

COLLECTIVE EFFICACY

Launch Date: Expected Summer 2016 **End Date:** N/A

Collective efficacy at the community level is defined by attachment and mutual trust among residents of a neighborhood and their willingness to intervene on behalf of others' well-being. The New Orleans Health Department will launch a collective efficacy study in a sample of New Orleans neighborhoods to determine a baseline and to inform strategies for encouraging and supporting community based efforts to reduce violence.

Why Part of Murder Reduction Strategy

Neighborhoods with high levels of collective efficacy are able to work together to reduce violence.

Evidence base: Sampson et al (1997) propose that collective efficacy of residents is a critical means by which neighborhoods inhibit the occurrence of personal violence, without regard to the demographic composition of the population. Their study showed that a two-SD (standard deviation) elevation in collective efficacy was associated with a 39.7% reduction in the expected homicide rate.[12]

Risk/protective factors addressed: Low levels of community participation; socially disorganized neighborhoods

Performance Indicators and Results

N/A Number of communities surveyed

N/A Publication of a collective efficacy report

[12] Sampson, R. J., Raudenbush, S.W., & Earls, F. (1997). Neighborhoods and Violent Crime: A Multilevel Study of Collective Efficacy. *Science 277*(5328), 918-924. doi:10.1126/science.277.5328.918

FIGHT THE BLIGHT

Fight the Blight (Lot Maintenance Plus): BEFORE

Fight the Blight (Lot Maintenance Plus): AFTER

Launch Date: October 2010 (Lot Maintenance: August 2014) **End Date:** N/A

Initiative Partners

- Covenant House, New Orleans Redevelopment Authority

In October 2010, Mayor Landrieu launched an aggressive anti-blight strategy aimed at tearing down or fixing up 10,000 blighted properties in four years. In August 2014, Lot Maintenance Plus was launched as a proactive, place-based response to blight, concentrating grass cutting in six targeted neighborhoods that were selected by a data-driven process that focuses on homicide statistics and code enforcement cases. The grass is cut by members of the NOLA FOR LIFE target population, providing them with employment opportunities and wrap-around services.

Why Part of Murder Reduction Strategy

Blight threatens public safety, lowers property values, holds back neighborhoods and degrades quality of life. By reducing the number of dangerous, blighted properties, neighborhoods can be revitalized and become safer places to live.

Evidence base: A study on the association between severe violent injury and environmental neighborhood features showed maintained vacant lots and other positive environmental features were significantly associated with decreased odds of homicide.[13]

[13] Culyba A.J., Jacoby S.F., Richmond T.S., Fein J.A., Hohl B.C., & Branas C.C. Modifiable Neighborhood Features Associated With Adolescent Homicide. *JAMA Pediatr.* 2016;170(5):473-480. doi:10.1001/jamapediatrics.2015.4697

FIGHT THE BLIGHT

Performance Indicators and Results

56,349 Code Enforcement Inspections (April 2012 – April 2016)

1,485 Blighted units/properties demolished (April 2012 – April 2016)

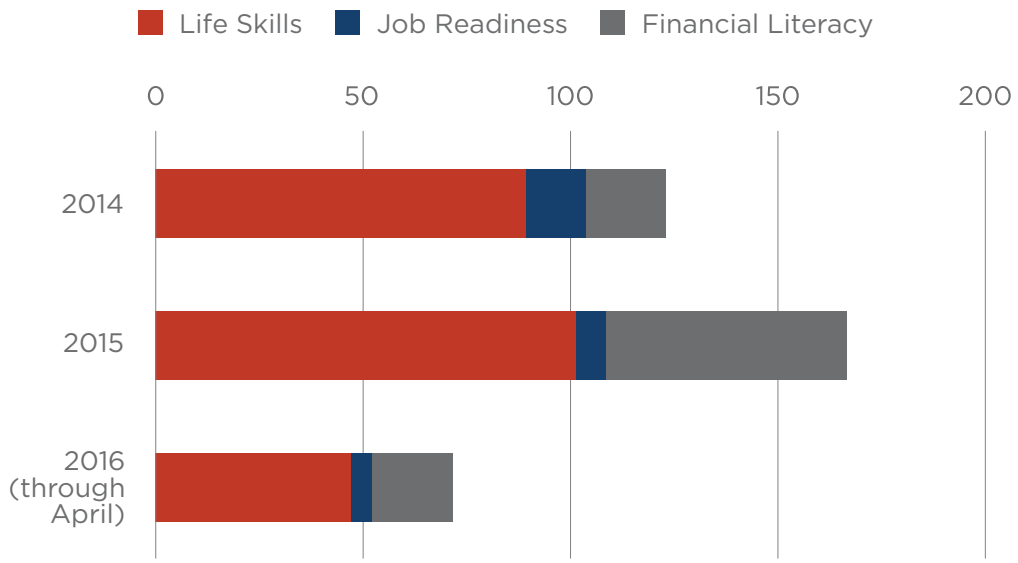
1,490 Blighted units/properties brought back into commerce

1,068 Lots cut in NOLA FOR LIFE hot spot neighborhoods

Number of youth employed by Lot Maintenance Plus

	2014	2015	2016	TOTAL
WHITE DOVE TRAINEES	9	24	11	44

Number of life skills, job readiness and financial literacy classes received by youth employed by Lot Maintenance Plus



Tyrone Casey

I was in need of employment and reached out to Kiksha Constantine who is part of the City's NOLA FOR LIFE Reentry program. She helped me with my resume. I was doing various jobs but nothing long term. She told me about a crew chief job as part of the NOLA FOR LIFE Fight the Blight initiative in partnership with Covenant House. I've heard about Covenant House, but did not know they had the White Dove program that trains youth and cuts grass. I slowly began to enjoy working with the youth and teaching them various life lessons. Specifically trying to take their situation seriously, build work ethic, professionalism, and other ways to maintain employment. I also take pride in making the City look a little better by cutting high grass and picking up trash. I like to hear from neighbors how they appreciate what we are doing in picking up the trash and making the neighborhood look good. This is the longest job I've ever held, and I am grateful for how things worked out.

LIGHTING UP THE CITY

Launch Date: May 2012 **End Date:** November 2014

There are over 50,000 street lights in New Orleans. When the Mayor took office in 2010, about 29% or 16,000 were dark, requiring major repairs. The Mayor dedicated an additional $10 million in one-time hurricane recovery money to fund a surge in repair work to get the lights on in every neighborhood. After this initial surge cut outages by over 13,000, the effort was no longer actively managed as a part of NOLA FOR LIFE, but making sure the city is well-lit continues to be an ongoing priority.

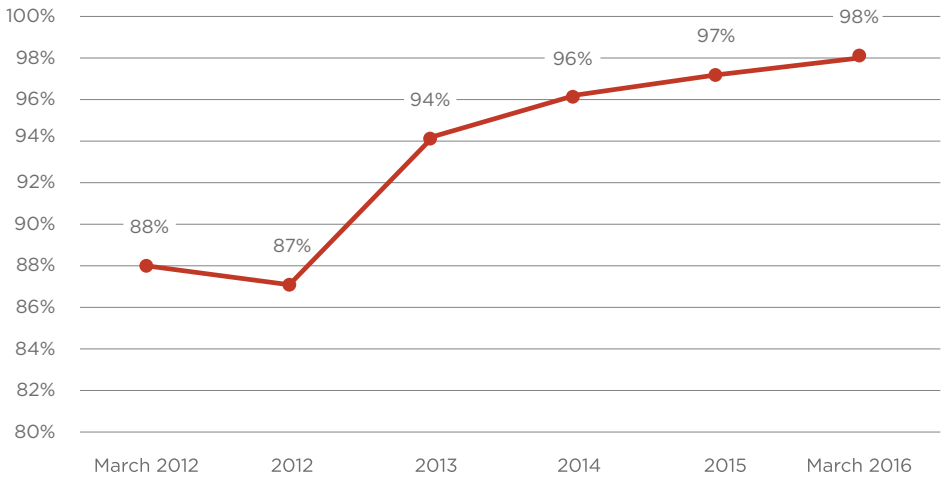
Why Part of Murder Reduction Strategy

Evidence base: A study on the association between severe violent injury and environmental neighborhood features showed positive environmental features were significantly associated with decreased odds of homicide.[14]

Performance Indicators and Results

Number of routine and major streetlight outages

This measure is reported in Quality of Life Stat as "Percent of streetlights functioning"



Number of streetlight repairs

This measure is reported in Quality of Life Stat as "Number of streetlight outages restored"

45,869 (April 2012 - March 2016)

[15] Culyba A.J., Jacoby S.F., Richmond T.S., Fein J.A., Hohl B.C., & Branas C.C. Modifiable Neighborhood Features Associated With Adolescent Homicide. *JAMA Pediatr*. 2016;170(5):473-480. doi:10.1001/jamapediatrics.2015.4697

NOLA FOR LIFE DAYS

Launch Date: July 2012 **End Date:** N/A

From Taylor and Hardin Parks, to East Shore and McDonough Playground, on NOLA FOR LIFE Days hundreds of citizens have come together to hit the streets with community groups, City agencies, and the NOPD to clean-up crime hot spots. Volunteers have cleaned up overgrown lots, removed abandoned tires and vehicles, fixed hundreds of potholes and streetlights, and helped paint and renovate public parks.

Why Part of Murder Reduction Strategy

Evidence base: A study on the association between severe violent injury and environmental neighborhood features showed positive environmental features were significantly associated with decreased odds of homicide.[15]

Risk/protective factors addressed: Low levels of community participation

Douglas Patterson – Vice-President, Norwood Thompson Booster Club

As Vice-President of Norwood Thompson Booster Club and resident of Gert Town, I was thrilled with the result of the NOLA FOR LIFE Day held at Norwood Thompson Playground. It really improved the neighborhood. It involved the kids and parents and made them come out and participate in programs that NOLA FOR LIFE offers. In addition to cleaning up the neighborhood, it brought out fitness programs, nutrition programs and police representation. This is a great initiative.

[15] Culyba A.J., Jacoby S.F., Richmond T.S., Fein J.A., Hohl B.C., & Branas C.C. Modifiable Neighborhood Features Associated With Adolescent Homicide. *JAMA Pediatr*. 2016;170(5):473-480. doi:10.1001/jamapediatrics.2015.4697

NOLA FOR LIFE DAYS

Performance Indicators and Results

1,667 Volunteers

Number of infrastructure improvements in the neighborhood

2,029 Potholes filled

245 Streetlight repairs

1,496 Streetlights replaced with LEED

58 Smoke detectors installed

167 Lots cleared

222 Catch basins cleaned

7 Houses demolished

74 Trees trimmed

75 Street signs installed

240 Trees distributed

NOLA FOR LIFE DAYS

Initiative Partners

- Action Against Addiction, Alcoholics Anonymous New Orleans, American Red Cross – Southeast Louisiana, Audubon Nature Institute, Bayou Land, Bayou Land Resource Conservation & Development Council, Bike Easy, Blue Cross and Blue Shield of Louisiana, Boys Town, Center for Hope Children & Family Services, Children's Hospital, Coca-Cola, Common Ground Health Clinic, Companies With a Mission, Costco, Dalai Lama Nola Community Outreach, Daughters of Charity Services of New Orleans, Delgado Community College, Divine Intervention Rehabilitation, DuraCARE Counseling & Consulting Services, Elevate New Orleans, evacuteer.org, Family Service of Greater New Orleans, Girl Up NOLA, Girls on the Run New Orleans, Global Green USA, Green Light New Orleans, Healthy Start New Orleans, Hike for KaTREEna, Job1, Junior Achievement of Greater New Orleans, KidsWalk Coalition at Tulane University's Prevention Research Center, Louisiana SPCA, LSU AgCenter, Mother's Helpers Mentoring Program, Narcotics Anonymous, National Child and Family Services, New Orleans Area Habitat for Humanity, New Orleans Behavioral Health Interagency Council, New Orleans Council on Aging/ ADRC, New Orleans Fire Department, New Orleans Kids Partnership, New Orleans Medical Reserve Corps, New Orleans Musicians' Assistance Foundation, New Orleans Police Department, New Orleans Public Library, New Outlook Behavioral Health Center, NOELA Community Health Center, NOLA 311, NOLA Ready, NOLA Trash Mob, NORDC, Northlake Behavioral Health System, Office of Homeland Security and Emergency Preparedness, Operation HOPE, Play Streets, Playworks Louisiana, Project Homecoming, Pyramid Resources Wellness Institute, Rebuilding Together New Orleans, Revolution Foods, Regional Transit Authority, Sewerage and Water Board of New Orleans, Sanitation Department, Second Harvest Food Bank, Southeast Louisiana Legal Services, Saint Anna's Episcopal Church, St. Thomas Community Health Center, Stand Up for Each Other, The Guidance Center, The NET Charter High School, Tobacco Free Living, United Way of Southeast Louisiana, Young Leadership Council

NOPD COMMUNITY POLICING

Launch Date: August 2010 **End Date:** N/A

Building ties and working closely with community members is critical for effective policing, and the NOPD has rapidly improved the department's communication and partnership with the community. Actions include, but are not limited to:

- Next of Kin Meetings – These meetings give families of murder victims the opportunity to meet with detectives one-on-one to discuss the investigation.
- Public Access to COMSTAT Meetings – At COMSTAT meetings top NOPD leadership crunch data, discuss trends, and troubleshoot problems. Since June 2010, these meetings have been open to the public.
- Public Crime Mapping Information – Starting in May 2011, the public can now access the formerly internal NOPD Omega Crime View mapping technology. This sophisticated software allows users to focus on even a specific address and see a broad range of current crime analysis data.
- Citizen Advisory Panels – These community member panels work to educate and inform the NOPD about challenges and issues of concern in specific neighborhoods.
- Walk-Throughs at Schools – Walk-throughs bring uniformed patrol officers into elementary and middle schools to build relationships with young people.

Why Part of Murder Reduction Strategy

Evidence base: There is evidence that community policing has a small impact on crime in the short term, but a more substantial long-term positive relationship through increased levels of legitimacy and satisfaction. These enhanced citizen perceptions of police legitimacy may contribute to increased compliance with the law and reduced crime.[16]

Performance Indicators and Results

Number of community meetings

2,391 Community meetings participated in by NOPD

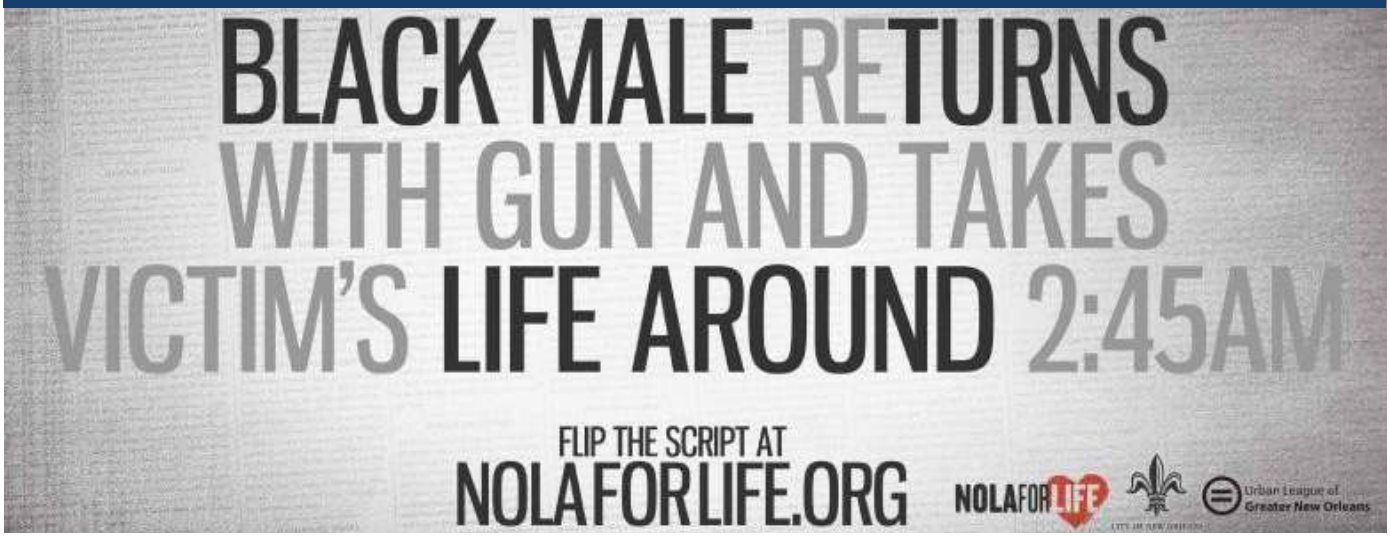
Number of Quality of Life activity reports

13,806

(Defined as number of complaints handled by Quality of Life officers)

[16] Tyler, T. R. (2004). Enhancing Police Legitimacy. *The Annals of the American Academy of Political and Social Science,* 593, 84–99. Retrieved from http://www.jstor.org/stable/4127668

PUBLIC AWARENESS CAMPAIGN



Launch Date: October 2012 **End Date:** N/A

The launch of the NOLA FOR LIFE public awareness campaign was designed pro bono by filmmaker Spike Lee, meant to be a part of a larger coordinated effort to start a broad conversation within the community about ways to stop the shooting and change behavioral norms about violence. The NOLA FOR LIFE Channel was launched in July 2013 and runs on Cox Cable Channel 99. It shows inspirational stories of young men who are taking a stand to turn away from violence, and it airs diverse programming to highlight the comprehensive movement to reduce the murder rate in New Orleans.

Initiative Partners

- Cox Communications, Spike Lee DDB, Urban League, NOA-TV, New Orleans Video Access Center, The Greenhouse Collective

Why Part of Murder Reduction Strategy

Risk/protective factors addressed: Low levels of community participation

Performance Indicators and Results

Social media presence measured by media mentions, Twitter and Facebook followers and website visits

2,173 Twitter followers

1,870 Facebook friends/likes

228,201 Website page views

175,268 Website unique visitors

PUBLIC AWARENESS CAMPAIGN

Number of NOLA FOR LIFE presentations to various community stakeholders

Dozens of NOLA FOR LIFE presentations have been made to neighborhood associations, churches, businesses, non-profits, and other community stakeholders, but an exact number has not been tracked.

Spike Lee

Bright young lives are being snuffed out in New Orleans' streets daily. Our young black men are killing each other like it's a self-imposed genocide. It is our job, our responsibility, to make them understand the value of their lives and help them achieve their greatest potential.

QUALITY OF LIFE STAT

Launch Date: January 2012 **End Date:** N/A

In 2012, the Mayor created Quality Of Life Stat, the City's first performance management tool for issues of public nuisance and quality of life. During monthly stat meetings City leaders and members of the public work together to review important quality of life related issues in neighborhoods and brainstorm about how best to ensure that the City is hitting its marks, protecting neighborhoods and tackling important quality of life issues.

Why Part of Murder Reduction Strategy

Risk/protective factors addressed: Diminished economic opportunities; low levels of community participation; socially disorganized neighborhoods

Performance Indicators and Results

52* Number of Quality of Life Stat meetings

**In NOLA FOR LIFE: A Comprehensive Murder Reduction Strategy, the listed performance indicator is "Percent of relevant departments that attend 80% of annual meetings". As stated in the "Measuring Outcomes and Impact" section of the Strategy, each metric is continually reviewed for appropriateness and adjusted as needed. The measure in the Strategy has been replaced by the above performance indicator.*

STRENGTHEN THE NOPD

- ENHANCING RELATIONSHIPS BETWEEN YOUTH AND LAW ENFORCEMENT
- IMPROVE COMMUNITY TRUST WITH THE USE OF PROCEDURAL JUSTICE
- INCREASE ANALYTICAL CAPACITY AT NOPD
- NOPD LEADERSHIP TRAINING
- PROACTIVE HOT SPOT POLICING
- RELEASE PUBLIC CALLS FOR SERVICE DATA

Strong police work combined with help from the community prevents violence in our neighborhoods and quickly holds those who commit violence accountable. Initiatives such as Increase Analytical Capacity at NOPD, NOPD Leadership Training, and Proactive Hot Spot Policing allow for an optimal allocation of resources to increase clearance rates and cause a deterrent effect.

At the same time, the community and police need to have a mutual respect. If community members trust the police and feel they are treated fairly, they are more likely to confide in them with crime issues that occur. Giving youth and police an opportunity to engage in non-law enforcement settings sets the path of breaking down stereotypes and communication barriers. Initiatives such as Improve Community Trust with the Use of Procedural Justice, Release Public Calls for Service Data, and Enhancing Relationships Between Youth and Law Enforcement have aimed to do just that.

Glenn Mueller – CEO, RPM Pizza (Domino's)

Domino's Pizza is fully behind the Mayor's NOLA FOR LIFE strategy which is striving to reduce murder and violent crime. We are helping to support the New Orleans Police Department's goal to recruit top candidates, and 'Get Behind the Badge' advertisements appear on Domino's pizza boxes across the region. Domino's employs over 700 team members in New Orleans. We support the Mayor's initiative to provide jobs and pathways to success, as supplying part time jobs and full-time careers while making communities better has been a focus of our franchise for more than 30 years. Just as important though, is the need to create a safe environment for our team members – and all citizens of New Orleans – as they do their jobs and go about living their lives. The NOPD and NOLA FOR LIFE are key ingredients to reducing violence here and now. We encourage all companies and citizens to support safety initiatives like NOLA FOR LIFE.

ENHANCING RELATIONSHIPS BETWEEN YOUTH AND POLICE

Launch Date: January 2015 **End Date:** N/A

As part of this initiative, NOPD officers built relationships with youth by teaching the Gang Resistance Education and Training (G.R.E.A.T.) curriculum to over 800 youth in schools and summer camps. In addition to developing positive relationships, it also taught the youth to avoid gang membership and violence.

Initiative Partners

- Edgar P. Harney Spirit of Excellence Academy, Esperanza Charter School, Joseph A. Craig Charter School, Dr. Martin Luther King Jr. Charter School, James M. Singleton Charter School

In partnership with NORDC, NOPD will launch a sports league that allows for positive interaction between youth and police. Police Activity Leagues (PAL) set out to prevent juvenile crime and violence by building a bond between police officers and youth through a variety of recreational, athletic and educational activities. These leagues have shown to decrease youth delinquency and improve communication skills, self-discipline, interpersonal relationships and academic performance.

Why Part of Murder Reduction Strategy

Evidence base: An evaluation of G.R.E.A.T. showed the odds of joining a gang were 39% lower for students completing the G.R.E.A.T. program than for students in a control group.[17] An evaluation of PAL showed decrease in youth delinquency overall with observed decreases in instances of trouble with other youth and police, trouble at home and trouble in school.[18]

Risk/protective factors addressed: Involvement in gangs; connectedness to adults outside the family; involvement in social activities

[17] Esbensen, F., Peterson, D., Taylor, T.J., & Osgood, D. W. (2012). Results from a Multi-Site Evaluation of the G.R.E.A.T. Program, *Justice Quarterly,* 29(1), 125-151.

[18] Tyson, B., Ratansi, S., Sfiridis, S., Keays, A., & Ruffolo, L. (August 2009). *An Evaluation of the Waterbury Police Activity League.* Retrieved from http://www.iacpyouth.org/Portals/0/Resources/Waterbury_PAL_Evaluation.pdf

ENHANCING RELATIONSHIPS BETWEEN YOUTH AND POLICE

Performance Indicators and Results

840 Youth who have completed the G.R.E.A.T. curriculum

N/A Number of youth participating in athletic leagues supported by police officers (not launched yet)

MAY 6, 2016 Was the first youth-police dialogue

Lieutenant Jonette Williams – NOPD Centralized Community Coordinator

It is extremely important for officers to build positive relationships with youth. Our young people are the future and we must nurture and cultivate constructive interactions with them. We are consistently moving towards a community-policing focused department, that encourages youth engagement beyond the traditional roles of law enforcement. We want our youth to see us beyond the uniform, to humanize us and make us more relatable, and essentially, understand that we are here to help them. Building positive relationships with our youth will impact violence because we provide them with conflict resolution skills and serve as mentors, both of which our youth need to stand against the negative forces that they must defeat on a daily basis.

IMPROVE COMMUNITY TRUST WITH THE USE OF PROCEDURAL JUSTICE

Launch Date: March 2013 **End Date:** N/A

Procedural justice describes the idea that how individuals regard the justice system is tied more to the perceived fairness of the process and how they were treated rather than to the perceived fairness of the outcome.

Initiative Partners

- National Police Research Platform

To this end, the City has strengthened the NOPD Public Integrity Bureau by appointing a civilian leader who has two FBI agents detailed to the office. There is additional oversight of the department from the Independent Police Monitor and the Office of Inspector General (OIG). Furthermore, the NOPD has added emphasis on procedural justice with new training that highlights the importance of fair, impartial and unbiased police conduct.

With continuous improvement in mind, the NOPD released new training documents which aim to better educate officers about the importance of 'selling the stop' through clear communication and fairness during investigations.

Finally, the Independent Police Monitor developed a mediation program between NOPD officers and citizens to resolve citizen complaints while building trust between NOPD and the community.

Why Part of Murder Reduction Strategy

People are more likely to cooperate with law enforcement efforts when they feel the system and the individuals within it are legitimate.

Evidence base: Research provides evidence that procedural justice is an important precursor for improving the capacity of policing to prevent and control crime.[19] [20]

Performance Indicators and Results

Increased trust and confidence in the Police Department as measured by polling results

	TOTAL % OF SURVEY RESPONDERS WHO ARE SATISFIED				
	MARCH 2013	AUGUST 2013	MARCH 2014	FEBRUARY 2015	AUGUST 2015
OVERALL SATISFACTION WITH NOPD	58%	58%	60%	48%	48%
HONESTY AND INTEGRITY OF OFFICERS	51%	56%	60%	54%	59%
COOPERATING WITH PUBLIC	63%	61%	65%	60%	66%
HOW OFFICER HANDLED YOUR SITUATION	63%	N/A	60%	59%	67%

[19] Mazerolle, L., Bennett, S., Davis, J., Sargeant, E., & Manning, M. (2013). Procedural justice and police legitimacy: A systematic review of the research evidence. *Journal of Experimental Criminology,* 9(3), 245-274

[20] Tyler, T. R. (2003). Procedural Justice, Legitimacy, and the Effective Rule of Law. *Crime and Justice,* 30, 283–357

INCREASE ANALYTICAL CAPACITY AT NOPD

Launch Date: February 2012 **End Date:** N/A

The NOPD has integrated the use of complex data systems into its problem-oriented policing strategy. In order to benefit from this expanded data collection capacity, the NOPD must ensure that its crime analysts are properly incorporated into the police environment and that their analytical work is fully integrated into departmental operations. The NOPD hired specialized criminal justice analysts who interpret new information in a timely manner. Additionally, analysts act as the primary technical liaisons for Federal, contract, and local personnel concerning data-related issues.

Initiative Partners

- Palantir Technologies, United States Attorney's Office, Multi-Agency Gang Unit

Why Part of Murder Reduction Strategy

Leveraging multiple data sources to identify social networks, trends, and connections improves the NOPD's ability to solve murders and prevent future retaliation.

Evidence base: A U.S. Department of Justice study showed increased analytical capacity led to arrests of gang members and reduction in crimes.[21]

Performance Indicators and Results

2 Crime analysts hired

IN PROGRESS Development of an ongoing professional development and training plan

Measurement of crime analysis unit's integration into departmental operations

NOPD has hired a Director of Analytics to improve how NOPD uses data and analysis to conduct operations and track outcomes, and a Criminal Intelligence Analyst who supports investigations in the Multi-Agency Gang Unit

Courtney Bowman – Co-Director of Privacy and Civil Liberties Engineering, Palantir Technologies

As part of NOLA FOR LIFE, the NOPD and other partner agencies utilize Palantir Technologies' flagship Gotham software platform as an advanced data integration and analysis tool. With Palantir Gotham, analysts are able to make better use of their existing internal data sources by discovering connections in otherwise disparate and siloed databases. Through the advanced analytics capabilities, the analysts are able to better explore and understand trends and patterns and to develop deep insights to support law enforcement investigatory outcomes, as well as informing data-driven approaches to the City's murder reduction interventions.

[21] Reducing Crime Through Intelligence-Led Policing (2012, September 25). Bureau of Justice Assistance. Retrieved from https://www.bja.gov/Publications/ReducingCrimeThroughILP.pdf

NOPD LEADERSHIP TRAINING

Launch Date: Spring 2012 **End Date:** N/A

Initiative Partners

- International Association of Chiefs of Police

In the spring of 2012, the International Association of Chiefs of Police (IACP) trained a total of 100 NOPD leaders in the Leadership in Police Organizations (LPO) trainings in two, separate 3 week sessions. In 2013, the NOPD partnered with IACP to provide additional training to 14 NOPD leaders who subsequently shared the LPO training with NOPD supervisors in 2014 and 2015. To date, over 200 supervisors have received the training and additional sessions are planned for 2016. Also in 2015, 25 of NOPD's senior leadership completed the Fair & Impartial Policing training, sponsored by the Department of Justice's Office of Community Oriented Policing Services.

Why Part of Murder Reduction Strategy

Evidence base: Failure to institute a leadership development system can result in a lack of teamwork, operational inefficiency, mistrust between the public and law enforcement officers, misuse of power, heightened stress levels, and ethics violations.[22]

Performance Indicators and Results

31,624 Hours of leadership training

272 Officers trained (LPO training)

[22] Moriarty, S. E. (2009 May). Leadership in Police Organizations Program in the Delaware State Police: Recommendations for Law Enforcement Leadership Development. *The Police Chief,* 76(5), 20-21:23-27

PROACTIVE HOT SPOT POLICING

Launch Date: November 2011 **End Date:** N/A

The NOPD used Data Driven Approaches to Crime and Traffic Safety (DDACTS) - with the installation of a state-of-art crime analytic software package "Omega Crime View" - to proactively focus on high-activity crime hot spots. The NOPD also developed and used an additional mapping strategy called Data Driven Violent Crime Trends (DDVCTS). DDVCTS focused Omega Crime View analytics on homicides, shootings, gun arrests and drug arrests. This proactive approach maps crime trends and drives daily deployment strategies to target even more discrete "hot spots" of violent crimes in the city. However, the goal is to go beyond simply arresting violators, and to broadly work with the community to promote a sense of order in these specific problem areas. The goal is to have the community and police work together hand in hand to take back the hot spots from the criminals.

The NOPD's number one priority is to make New Orleans a safer city. At present, NOPD manpower constraints limit activities such as hot spot policing from being conducted frequently. NOPD officers are being deployed based upon calls for service in order to effectively reduce response times. The NOPD is in the process of civilianizing positions to put more officers on the streets through a redeployment strategy and when an appropriate staffing level is reached, proactive policing in hot spots can be implemented on a more consistent basis. At that time, NOPD will reevaluate how to best implement hot spot policing.

Why Part of Murder Reduction Strategy

Violence is not proportional across the city and is concentrated around hot spot areas.

Evidence base: Braga and Bond (2008) found that the total number of calls for service dropped 19.8 percent in treatment areas, relative to control areas – a statistically significant reduction.[23]

Performance Indicators and Results

Number of Part I and drug crimes in identified DDACTS and DDVCTS hot spots

Although NOPD tracks these types of crimes by location, analyzing the impact on crimes by hot spots (which change location over time) is too labor intensive.

[23] Braga, A. A. and Bond, B. J. (2008), Policing Crime and Disorder Hot Spots: A Randomized Controlled Trial. *Criminology,* 46(3): 577–607. doi: 10.1111/j.1745-9125.2008.00124.x

RELEASE PUBLIC CALLS FOR SERVICE DATA

Launch Date: May 2012 **End Date:** June 2013

To enhance transparency, data from NOPD calls for service have been made available to the public at data.nola.gov. Updated every 48 hours, now individuals and groups can examine and analyze daily police movement and interactions throughout the city. The hope is that this data helps residents better understand the work being done by the department and also cuts down on the staff needed for public information requests.

Why Part of Murder Reduction Strategy

Providing citizens with easier access to data increases transparency and the likelihood that they will be more concerned with aiding the improvement of their communities. Reducing time spent on public information requests allows that time to instead be spent on reducing crime.

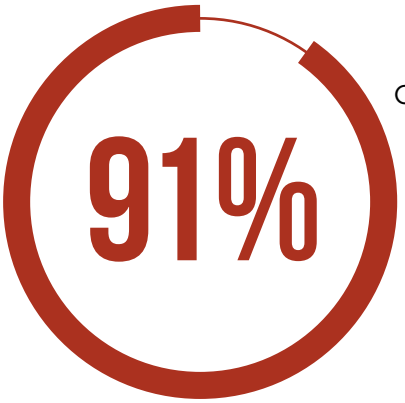
Risk/protective factors addressed: Low levels of community participation

Performance Indicators and Results

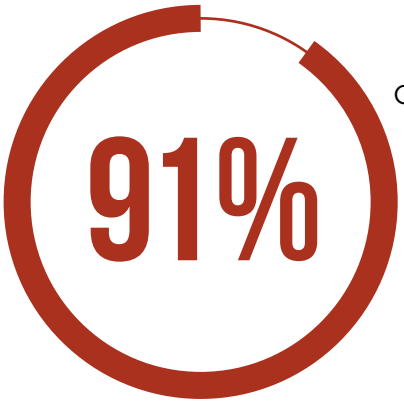
COMPLETE All calls for service available publicly

OTHER FACTORS, CHALLENGES, AND BENEFITS

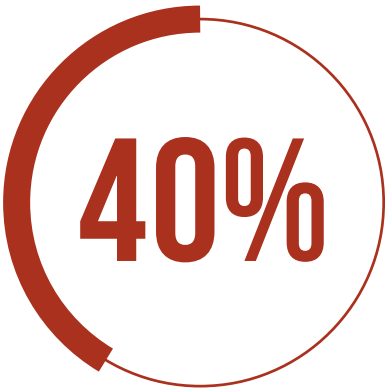
Examining Violence In New Orleans Uncovers Distinct Trends:



Of murder victims from 2012-2015 were **African-American**



Of murders from 2012-2015 were from **guns**



Of murders from 2012-2015 were the result of **gang violence**

8/73

8 of the 73 New Orleans neighborhoods accounted for 39% of the murders in 2015. These neighborhoods experience the highest levels of violence and also experience high levels of poverty and other negative life outcomes

- The average annual **household income** of these neighborhoods is 40% less than citywide
- These neighborhoods have **lower educational attainment** and more single family households

NOLA FOR LIFE Does Not Exist In A Vacuum

NOLA FOR LIFE does not exist in a vacuum. In addition to the 40 initiatives in this report, there are other factors that impact murder in New Orleans, such as population growth/decline, education, wealth creation, hospital care, policy changes, and broader national trends, all of which bolster or hinder the success of NOLA FOR LIFE.

These trends and factors have been examined to provide additional context to murder in New Orleans, identify factors that can help improve the murder rate, and identify factors which are challenges to an additional reduction.

DEMOGRAPHICS

Population

While the number of murders has declined 18% from 2011-2015, the total population has increased by 8%. 91% of murder victims from 2012-2015 were black, and the black population has increased in proportion with the overall population.

	2011	2012	2013	2014	2015	2011-2015 GROWTH
NEW ORLEANS POPULATION[24]	360,779	370,011	378,921	384,360	389,617	28,838
NEW ORLEANS POPULATION GROWTH		3%	2%	1%	1%	8%
NEW ORLEANS BLACK POPULATION[25]	216,467	221,267	225,079	227,541	232,991	16,524
NEW ORLEANS BLACK POPULATION GROWTH		2%	2%	1%	2%	8%

If all other factors remained equal, New Orleans would have expected an 8% increase in murders from population growth in 2011-2015. However, the number of murders in 2015 was 18% lower than 2011, and thus the murder rate was 24% lower.

Brandon M. Boutin – President and CEO, 2B Ministries; 1st Assistant Pastor of Greater St. Stephen Full Gospel Baptist Church

I am thankful for the opportunity that has been extended to me to work with NOLA FOR LIFE. I have been very intricately involved in the program from its inception. I have participated in the Group Violence Reduction Strategy program, the NOLA FOR LIFE television program "Voices of Men", the NOLA FOR LIFE Symposium, and Midnight Basketball.

I am very impressed with the NOLA FOR LIFE concept and model. I love how our Mayor and his administrative team have recognized the specific things that are the roots of violence within our city. Once those violent roots were identified, a countless sacrifice of time, energy, and creativity were put forth to create a murder reduction strategy. NOLA FOR LIFE has strategically brought in and helped those that were troubled, and brought solutions to questions that many young people & adults who felt voiceless have been longing to hear.

NOLA FOR LIFE has been successful because it not only answers the cries of our community, but it also gives support to those who need it and a voice to those who feel that they are not heard.

[24] U.S. Census Bureau. *Annual estimates of the resident population: American Community Survey 1-Year Estimates.* Retrieved May 10, 2016, from http://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=PEP_2015_PEPANNRES&prodType=table.

[25] S U.S. Census Bureau. *Sex by age (black or African American alone): American Community Survey 1-Year Estimates.* Retrieved May 10, 2016, from http://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS_14_1YR_B01001B&prodType=table

DEMOGRAPHICS

Prosperity

Neighborhoods that experience the highest levels of violence also experience high levels of poverty and unemployment. Examining changes in income and poverty could reveal changes in the city's demographic makeup, which could influence the murder rate. While the New Orleans per capita income increased 14.4% from 2011-2014 (figures not yet available for 2015), African-American per capita income only increased 6.9% over that time (inflation was 5.2% over this time[26]). Furthermore, 27.8% of New Orleans citizens and 36.4% of African-American's live in poverty, a higher proportion than the national average.

	2011	2012	2013	2014	2011-2014 CHANGE
PER CAPITA INCOME					
NEW ORLEANS[27]	$25,053	$25,697	$26,957	$28,668	14%
NEW ORLEANS (BLACK)[28]	$15,086	$14,878	$16,443	$16,130	7%
PERCENT OF INDIVIDUALS BELOW POVERTY LEVEL[29]					
NEW ORLEANS	28.9%	28.7%	26.7%	27.8%	-4%
US	15.9%	15.9%	15.8%	15.6%	-2%
PERCENT OF INDIVIDUALS BELOW POVERTY LEVEL (BLACK)					
NEW ORLEANS	37.2%	36.7%	35.3%	36.4%	-2%
US	28.1%	28.1%	27.6%	27.0%	-4%

While New Orleans has seen significant economic growth, neighborhoods that have high levels of violence have grown at a much slower rate. Ensuring all New Orleanians have a chance to benefit from the city's economic growth will be an important factor in the level of violence. Recognizing this, Mayor Landrieu has created an entire strategy to address Economic Opportunity.

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[26] Bureau of Labor Statistics. *CPI Inflation Calculator.* Retrieved May 10, 2016, from http://www.bls.gov/data/inflation_calculator.htm

[27] U.S. Census Bureau. *Per capita income in the past 12 months: American Community Survey 1-Year Estimates.* Retrieved May 10, 2016, from http://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS_14_1YR_B19301&prodType=table.

[28] U.S. Census Bureau. *Per capita income in the past 12 months (black or African American alone): American Community Survey 1-Year Estimates.* Retrieved May 10, 2016, from http://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS_14_1YR_B19301B&prodType=table.

[29] U.S. Census Bureau. *Poverty status in the past 12 months: American Community Survey 1-Year Estimates.* Retrieved May 10, 2016, from http://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS_14_1YR_S1701&prodType=table.

COMPARING SHOOTINGS TO MURDERS

Comparing Shootings to Murders

91% of murders from 2012-2015 were a result of being shot. This makes it clear that shootings have a strong influence on the number of murders. Shooting indicators are comprehensively examined in the following ways:

1. Shooting accuracy
2. Medical care
3. Justifiable homicides, negligent homicides, and unclassified deaths

Shooting Accuracy

It is not feasible to measure shootings which do not strike an individual. Gunfire that does not strike an individual may not be called into police, or gunfire that is called into police may not be an attempted murder (gunfire could be celebratory, practice, accidental, etc.).

However, shooting victim data can be tracked back to 2010. By comparing non-fatal shooting victims to fatal shooting victims, it shows that the decrease in both fatal shooting victims and non-fatal victims has been nearly identical from 2011-2015. The percent of shooting victims that died has also stayed consistently around 30% each year. 2016 has seen a lower percentage die than typical, but historical trends suggest that will revert toward the norm over the remainder of the year.

	2010	2011	2012	2013	2014	2015	2016*	2011–2015 % DECREASE
NON-FATAL SHOOTING VICTIMS	409	399	385	328	393	341	132	-15%
FATAL SHOOTING VICTIMS	156	179	176	138	138	150	34	-16%
TOTAL SHOOTING VICTIMS	565	578	561	466	531	491	166	-15%
% OF SHOOTING VICTIMS RESULTING IN FATALITY	28%	31%	31%	30%	26%	31%	20%	

**Through 4/30/2016*

Shooting accuracy has remained consistent over time and has not been responsible for the consistent reduction in murders.

COMPARING SHOOTINGS TO MURDERS

Medical Care

Factors here could be ambulance response time and medical techniques:

1. Ambulance response time – New Orleans Emergency Medical Services (EMS) is measured on the % of Code 3 responses within 12 minutes, an industry gauge for response time compliance. Ambulance arrival times were most consistently within 12 minutes in 2011, the year before NOLA FOR LIFE launched and which had a higher murder rate than all subsequent years.

	2011	2012	2013	2014	2015
% OF "CODE 3" EMERGENCY RESPONSES (LIFE-THREATENING RESPONSE) WITHIN 12 MINUTES	81%	77%	76%	80%	74%

2. Medical techniques - A majority of shooting victims are transported to University Medical Center (UMC), which is the only Level 1 Trauma Center in South Louisiana. The below table is data received from the hospital of individuals who arrived at UMC with a gunshot wound from an assault. The percentage of gunshot wound victims who survived after arriving at the hospital has decreased slightly in the years that NOLA FOR LIFE has been active. There is no evidence of new medical techniques causing an increased survival rate of gunshot victims.

	2008 - 2011		2012- 2015	
	#	%	#	%
SURVIVED	1,185	86%	1,112	84%
DIED	186	14%	212	16%
TOTAL	1,371		1,324	

New Orleans's population has increased 29% from 2008 to 2015

COMPARING SHOOTINGS TO MURDERS

Justifiable Homicides, Negligent Homicides, And Unclassified Deaths

The Orleans Parish Coroner's Office investigates suspicious deaths, in part to determine whether they are a homicide. Deaths medically classified as homicides can be determined by the NOPD and District Attorney's office as murder, justifiable homicide, or negligent homicide. Homicides are classified as justifiable homicides in situations such as self-defense, and are not counted in murder totals. Homicides are classified as negligent when the killing is because of gross negligence or without malice, and are not counted in murder totals.

Deaths determined to be "unclassifed at the scene" are on-scene designations that a further medical investigation is warranted, including autopsy and toxicological analysis. The vast majority of these deaths are ultimately deemed to be due to natural causes or accidental drug overdoses. This is not to be confused with deaths ultimately determined by the coroner as "undetermined" in cause. The number of justifiable or negligent homicides has been similar each year. Per the Coroner's office, unclassified deaths have been increasing since 2014 due to changes in drug abuse patterns and access to medical care.

	2010	2011	2012	2013	2014	2015	2016*
JUSTIFIABLE HOMICIDES	5	6	6	2	7	4	0
NEGLIGENT HOMICIDES	1	3	2	2	2	1	1
UNCLASSIFIED DEATHS	27	67	79	64	114	208	83

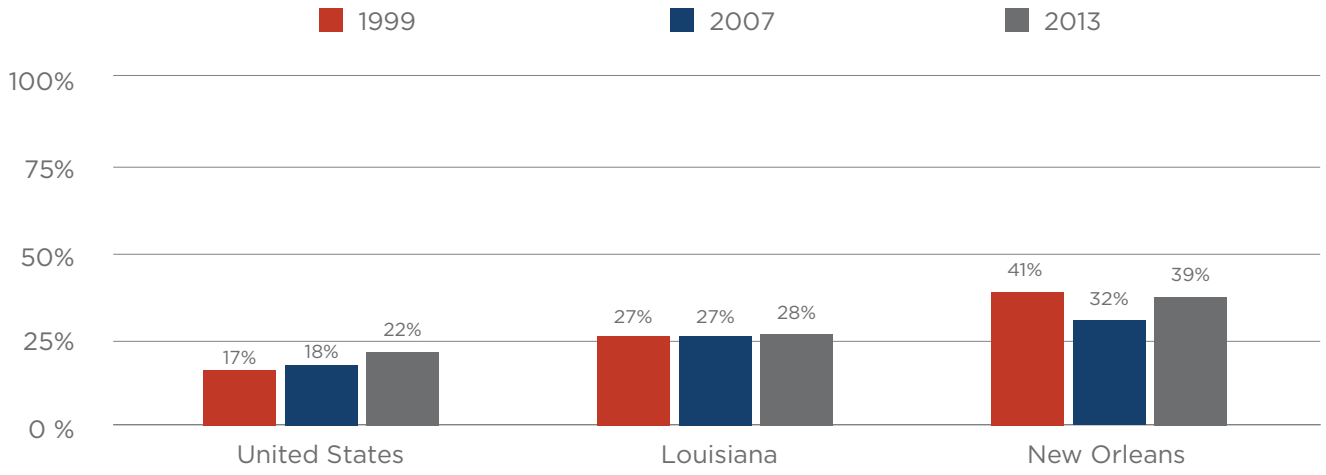
**As of 4/30/2016*

EARLY CHILDHOOD DEVELOPMENT AND EDUCATION

Early Childhood Development and Education

Early childhood development and education have tremendous influence on whether an individual will become involved in violence. Childhood experiences of economic hardship, exposure to violence, or chronic neglect can cause chronic, toxic stress that disrupts the architecture of the brain. This disruption of the brain architecture can lead to lifelong difficulties in learning, memory, and self-regulation. Scholars argue that poverty may be the single greatest threat to children's healthy brain development, and 39% of New Orleans children live in poverty.[30]

Child Poverty Rates

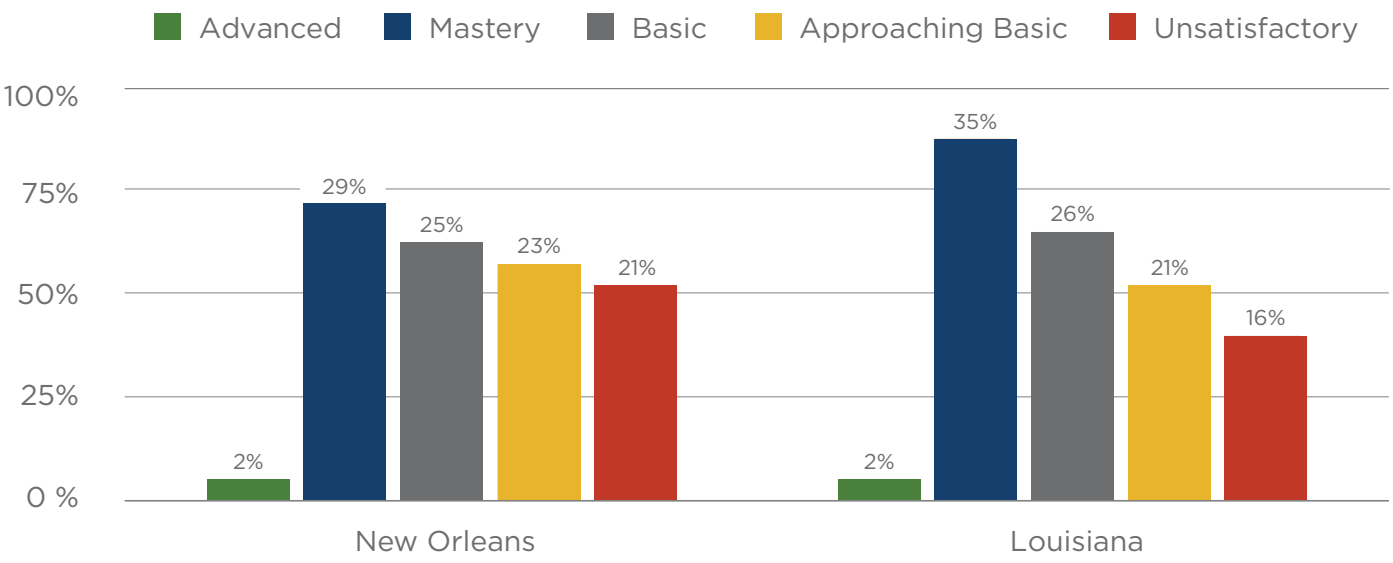


[30] Mack, V. (2015). *New Orleans Kids, Working Parents, and Poverty* (p. 1-5). New Orleans, LA: The Data Center.

EARLY CHILDHOOD DEVELOPMENT AND EDUCATION

Reading skills in third grade are considered an early warning indicator of future academic performance. In New Orleans, 44% of students test below a basic level.[31]

Percent of Third Grade Students at Each Achievement Level Spring 2015, English Language Arts



Paulette Carter – President and CEO, Children's Bureau of New Orleans

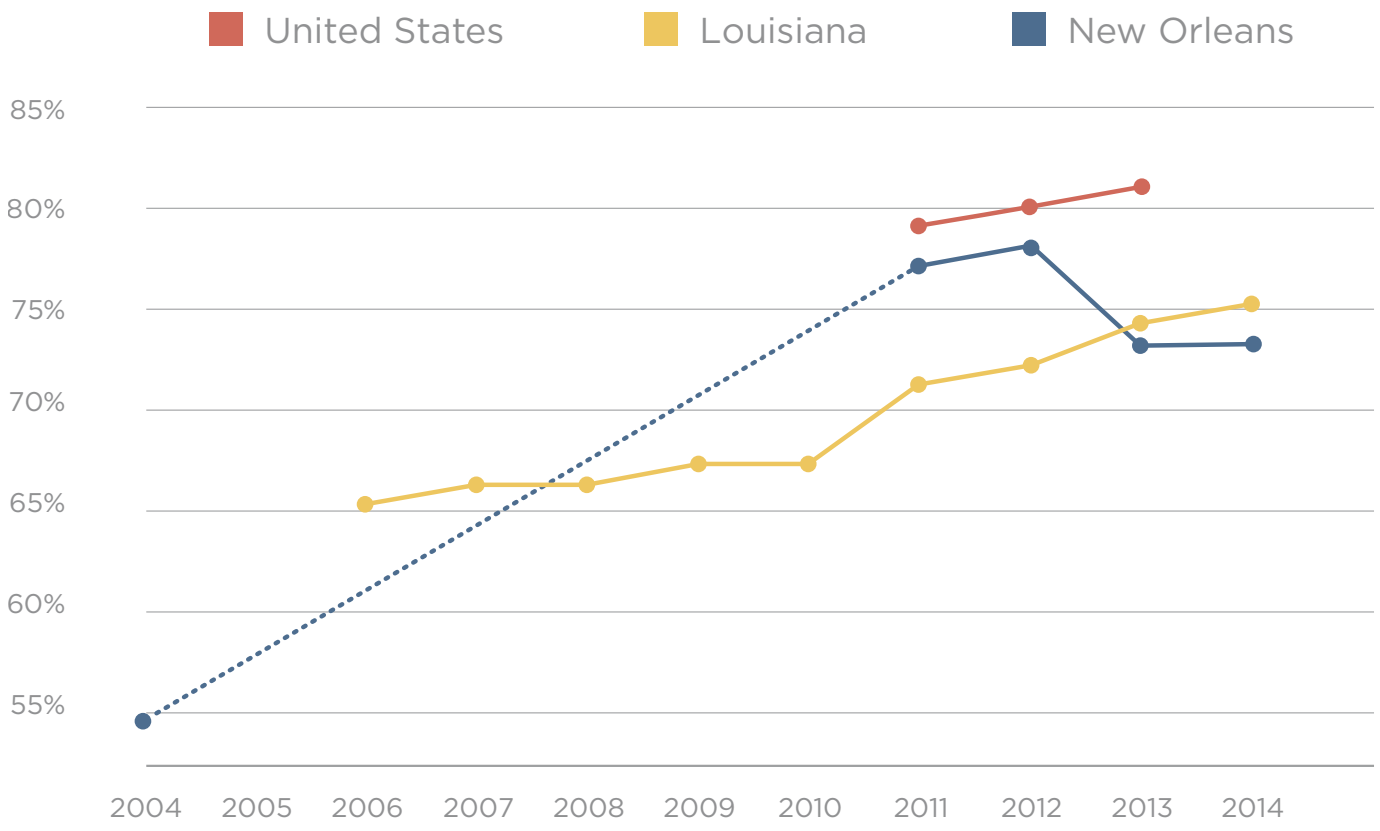
Having provided trauma intervention services for more than 30 years, Children's Bureau has seen, first-hand, the negative and pervasive impact of violence exposure on our youth, families, and community. The causes of violence are complex, and, Mayor Landrieu's NOLA FOR LIFE initiative has provided a unifying strategy and structure for violence intervention and prevention efforts across the city. NOLA FOR LIFE has also brought attention to the impact of trauma on our citizens and the need for supports and services that effectively address trauma. Children's Bureau is proud to be a part of the Trauma Informed Schools learning collaborative, an effort that was convened by the New Orleans Health Department to help schools better respond to the needs of children and youth exposed to trauma and has recently been funded by the National Institute of Justice to evaluate the effectiveness of a model to implement trauma informed care in schools. As part of the NOLA FOR LIFE Services Collaborative, Children's Bureau is working with other service providers to ensure that boys and young men of color who have been affected by violence have the supports and resources they need to be successful. And NOLA FOR LIFE has continued to support Children's Bureau's work with children, youth and families who are experiencing mental health issues related to their exposure to violence.

[31] Mack, V. (2015). *The New Orleans Youth Index* (p. 24). New Orleans, LA: The Data Center.

EARLY CHILDHOOD DEVELOPMENT AND EDUCATION

While high school graduation rates have improved in the aftermath of Hurricane Katrina, graduation rates and other education metrics still lag Louisiana and the United States.[32]

High School 4-Year Cohort Graduation Rates As of Spring of Year Four



If literacy and graduation rates continue to improve, this should help reduce the amount of violence. Preparing students for success in education begins with early childhood development.

[32] Mack, V. (2015). *The New Orleans Youth Index* (p. 29). New Orleans, LA: The Data Center.

OTHER FACTORS, CHALLENGES, AND BENEFITS

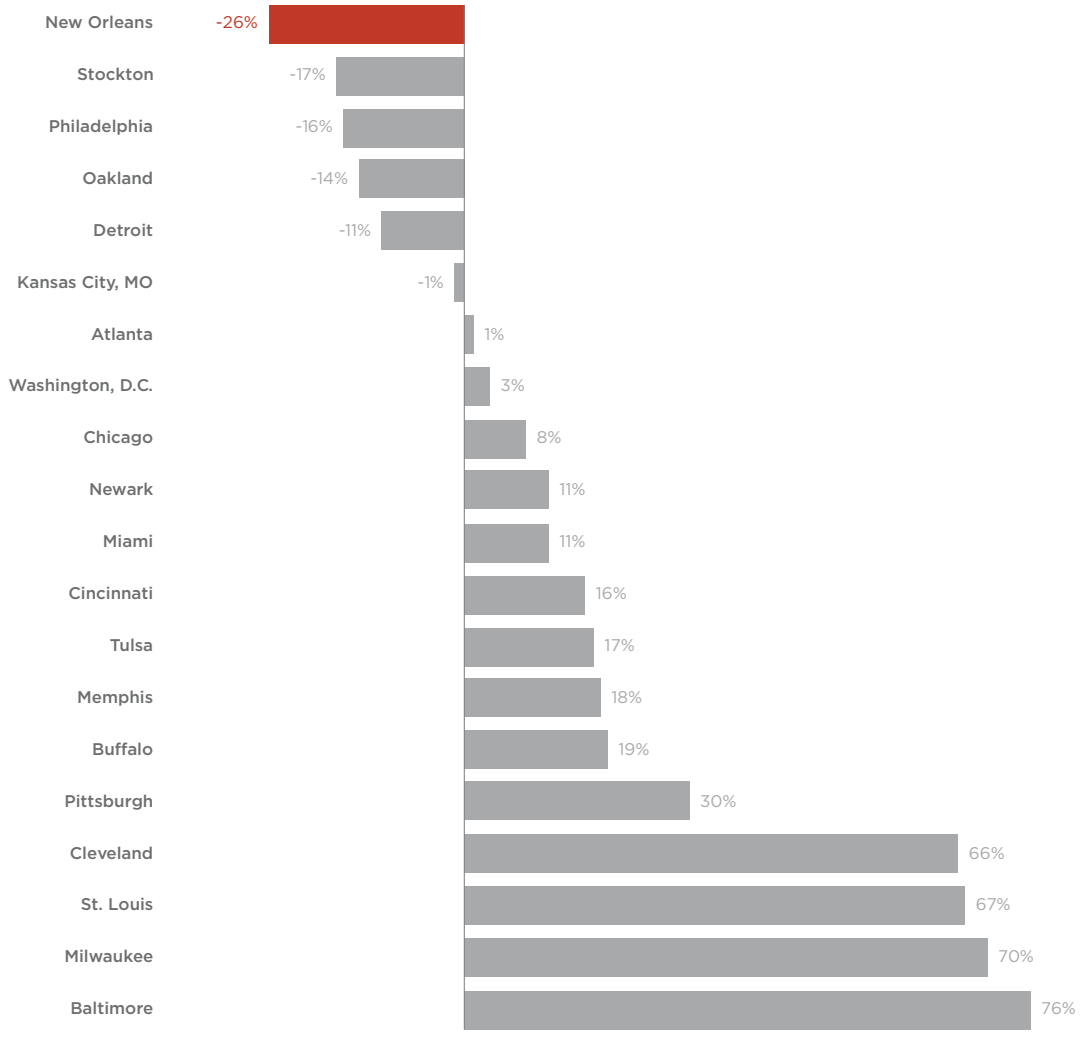
National and Local Trends

Comparing to the cities with the 20 highest murder rates in 2011, New Orleans has seen the most significant reduction. Looking statewide, Louisiana had a 6% reduction in murders from 2011 – 2014 (data not available for 2015), but without New Orleans, there would have been a 7% increase in murders.

New Orleans has not benefitted from a state or national murder reduction trend, but rather has outperformed comparison cities.

CHANGE IN MURDER RATE FROM 2011 TO 2015

(of the 20 highest murder rates in 2011, New Orleans dropped the most by 2015)

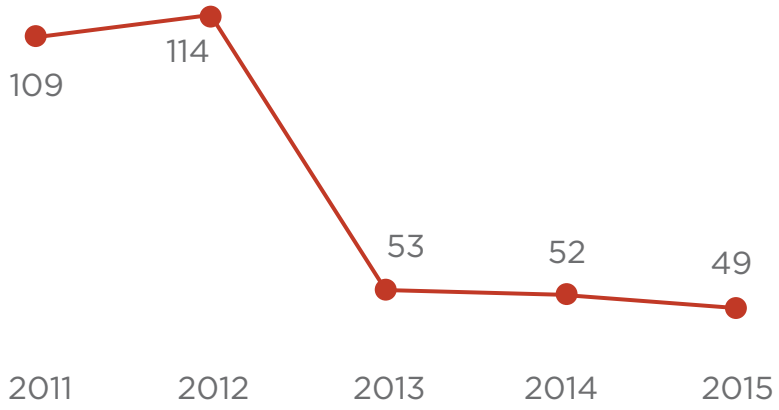


Minimum population 250,000

OTHER FACTORS, CHALLENGES, AND BENEFITS

Gang Violence

New Orleans was not known for having gangs in the way that Los Angeles and Chicago have been. However, when doing initial analysis for NOLA FOR LIFE, it was discovered that while New Orleans does not have structured gangs with high numbers of individuals, there are a large amount of smaller groups or gangs (often as small as 3-10 individuals) who account for a disproportionate amount of the violence. By focusing on these groups, gang violence has been reduced. However, gang violence still accounts for a large amount of murders and continues to be a challenge in overall violence in New Orleans.



55% reduction in group or gang-member involved murders since 2011

ACKNOWLEDGEMENTS

NOLA FOR LIFE would not be possible without the support of the many organizations, community partners, and individuals that have stepped up in the effort against violence in New Orleans. It's estimated that **over 30,000 individuals** and **over 300 organizations** have been a part of the solution.

100 Black Men of Metro New Orleans
2-Cent Entertainment
44th Education Initiative, Inc.
504HealthNet
Access Health Louisiana
Action Against Addiction
Addicted to the Lifestyle/ Institute for Behavioral Science
Alcoholics Anonymous New Orleans
American Red Cross – Southeast Louisiana
Andrew H. Wilson Charter School
APEX Community Advancement, Inc.
Ashé Cultural Arts Center
Audubon Nature Institute
B3 Consulting, LLC
Baptist Community Ministries
Bard Early College in New Orleans
Bayou Food Store
Bayou Land
Bayou Land Resource Conservation & Development Council
Behavioral Health Advocate
Behavioral Health Council members
Bethel Colony South of New Orleans
Bethlehem Lutheran Church
Beyond NOLA
Bike Easy
Blair Boutte
Bloomberg Philanthropies
Blue Cross and Blue Shield of Louisiana
Boys Town
Bridge House / Grace House
Brotherhood, Inc.
Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF)
Bureau of Justice Assistance
Café Reconcile
Canal Street Church
Capital One
Catholic Charities Archdiocese of New Orleans
Center for Restorative Approaches
Centers for Disease Control and Prevention
Center for Hope Children & Family Services
Central City Renaissance Alliance
Charles Anderson Art Gallery
Chevron
Children's Bureau of New Orleans
Children's Hospital
Circular Consulting
Cities United
Coca-Cola
Common Ground Health Clinic
Communities In Schools of Greater New Orleans
Community Service Center
Companies With a Mission
ConnectWorks
Costco
Council on Alcohol & Drug Abuse
Court Appointed Special Advocates (CASA)
Covenant House
Cox Communications
Crescent City Media Group
Crescent Leadership Academy
Crimestoppers
Criminal District Court - Angola Reentry Program
CURE Violence
Dalai Lama Nola Community Outreach
Daughters of Charity Services of New Orleans
Delgado Community College
Department of Child & Family Services
Dillard University
Dison Enterprises
Divine Intervention Rehabilitation
DJ Wild Wayne (Q93)
Dr. Charles Corprew
Dr. Martin Luther King Jr. Charter School
Dr. Peter DeBlieux
Drug Enforcement Administration (DEA)
DuraCARE Counseling & Consulting Services
Dryades Public Market (Jack and Jake's)
Durham School Services
East Beast Productions
Edna Karr High School
Edgar P. Harney Spirit of Excellence Academy
Education Justice
Ekhaya Youth Project
Elevate New Orleans
Esperanza Charter School
evacuteer.org
ExactChange
Exodus House
Families and Friends of Louisiana's Incarcerated Children (FFLIC)
Family Center of Hope
Family Service of Greater New Orleans
Federal Bureau of Investigation (FBI)
First 72+
FirstLine Schools
Ford Foundation
Forelle Consulting
Foundation for Louisiana
Friends of King Schools
G. Carter Law Firm
G.W. Carver Collegiate Academy
G.W. Carver Preparatory Academy
Geaux Play
General Electric Foundation
Girl Up NOLA
Girls on the Run New Orleans
Global Green USA
GNO, Inc
Good Work Network
Goodwill Industries of Southeastern Louisiana
Greater New Orleans Drug Demand Reduction Coalition
Greater New Orleans Foundation
Greater St. Stephen Full Gospel Baptist Church
Green Light New Orleans
Healthy Start New Orleans
Herewego Entertainment
Hike for KaTREEna
Home Depot
Household of Faith
Housing Authority of New Orleans
Housing Authority of New Orleans Police
Hyatt Regency New Orleans
Idea Village
Institute of Crime Science at the University of Cincinnati and the National Network for Safe Communities
International Association of Chiefs of Police
Jack Calhoun
James M. Singleton Charter School
Jefferson Parish Sheriff's Office
JOB1
Joseph A. Craig Charter School
Joshua Montrel
JPMorgan Chase & Co.
Juma Ventures
Junior Achievement of Greater New Orleans
Justice and Accountability Center of Louisiana
Kentwood Springs
KIPP Believe Primary School
KIPP New Orleans Schools
L.B. Landry-O.P. Walker College and Career Preparatory High School
LA Coalition for the Offender Resources
LA Probation & Parole
Lake Area New Tech Early College High School
Lawrence D. Crocker College Prep
LCMC Health
Liberty's Kitchen
Limitless Vistas, Inc.
Living Cities
Louisiana Center for Children's Rights
Louisiana Coordinated System of Care
Louisiana Department of Public Safety & Corrections
Louisiana Green Corps
Louisiana Housing Alliance
Louisiana National Guard
Louisiana Public Health Institute
Louisiana SPCA
Louisiana State Police
Louisiana State University, Health Sciences Center
Loyola University New Orleans
LSU AgCenter
McDonogh #32 Literacy Charter School
McDonogh City Park Academy
MentorNOLA with Each One Save One
MetroChurch NOLA
MetroPCS
Metropolitan Human Services District
Metro-Source
MICAH
Miller McCoy Academy
Mother 2 Mother
Mother's Helpers Mentoring Program
Movember Foundation
My Brother's Keeper
Narcotics Anonymous
National Alliance on Mental Illness
National Center for Children and Families
National Child and Family Services
National Forum on Youth Violence Prevention
National League of Cities
National Police Research Platform
New Orleans Area Habitat for Humanity

ACKNOWLEDGEMENTS

New Orleans Area Toastmasters Club
New Orleans Behavioral Health Interagency Council
New Orleans Black Men and Boys Initiative
New Orleans Business Alliance
New Orleans Business Council
New Orleans Charter Math and Science High School
New Orleans College Prep
New Orleans Council on Aging/ADRC
New Orleans Crime Coalition
New Orleans Family Justice Center
New Orleans Fatherhood Consortium
New Orleans tourism and hospitality community
New Orleans Jazz & Heritage Foundation
New Orleans Job Corps
New Orleans Kids Partnership
New Orleans Medical Reserve Corps
New Orleans Mission
New Orleans Musicians' Assistance Foundation
New Orleans Office of the Inspector General
New Orleans Peace Keepers
New Orleans Pelicans
New Orleans Police and Justice Foundation
New Orleans Redevelopment Authority
New Orleans Video Access Center
New Orleans Works Funders Collaborative
New Outlook Behavioral Health Center
NewCorp
Next Generation
Nike
No Time 4 Crime
NOA-TV
NOELA Community Health Center
NOLA Dads
NOLA Trash Mob
Northlake Behavioral Health System
Ochsner Health System
Odyssey House Louisiana
Office of Juvenile Justice
Office of Juvenile Justice and Delinquency Prevention
Operation HOPE
Operation Spark
Orleans Parish Coroner
Orleans Parish District Attorney's Office
Orleans Parish Juvenile Court
Orleans Parish School Board
Orleans Parish Sheriff's Office
Orleans Public Defenders
Orleans Public Education Network
Palantir Technologies
Papa John's Pizza
Park Place Premier Barber School
Partnership for Youth Development
Pastor Brandon Boutin
Patrina Peters
People United for Armstrong Park
Play Streets
Playworks Louisiana
PolicyLink
Positive Action
Prevention Institute
Project Fleur-de-lis
Project Homecoming
Project Reconstruction
Putting Parents First
Pyramid Resources Wellness Institute
Reaping the Harvest Full Gospel Baptist Church
Rebuilding Together New Orleans
Recovery School District
Reebok
ReNEW Schools
Resurrection After Exoneration
Reverend Ike Mayfield
Revolution Foods
Rising Foundations
Robert Wood Johnson Foundation
RPM Pizza (Domino's)
Saint Anna's Episcopal Church
School Health Connection
Second Harvest Food Bank
Silence is Violence
Silverback Society
Social Solutions
Son of a Saint Foundation
Sophie B Wright Charter School
Southeast Louisiana Legal Services
Southern University Agricultural Research & Extension Center
Southern University at New Orleans
SPAWAR Systems Center Atlantic
Spears Group
Spike Lee DDB
St. John #5 Faith Church
St. Thomas Community Health Center
Stand Up for Each Other
Strategies for Youth Development
STRIVE NOLA
Substance Abuse and Mental Health Services Administration
Subway
Success Preparatory Academy
Surdna Foundation
The Department of Veterans Affairs
The Greenhouse Collective
The Guidance Center
The Institute of Women and Ethnic Studies
The National WWII Museum
The NET Charter High School
The Network for Economic Opportunity
The Sewerage and Water Board
Tobacco Free Living
Total Community Action
Travelers Aid Society of Greater New Orleans
Trinity Counseling and Training Center
Tulane Community Health Centers
Tulane Prevention Research Center
Tulane School of Social Work
Tulane University
Tulane University Department of Psychology
Tulane University School of Public Health and Tropical Medicine
United States Army
United States Attorney's Office for the Eastern District of Louisiana
United States Department of Justice
United States Marshals Service
United States Navy
United Way
University Medical Center
Up2Us Sports
Urban League of Greater New Orleans
Urban Strategies
Vera Institute of Justice
Verbena Group
Vietnamese Initiative in Economic Training (VIET)
Voice of the Ex-Offender
Voices of Experience
Volunteers of America
W.K. Kellogg Foundation
Wells Fargo
Wholey Living Simply Living
Young Leadership Council
Youth Empowerment Project
Youth Opportunity Center
Youth Rebuilding New Orleans
Youth Run NOLA

INNOVATION DELIVERY TEAM

In 2011, the City of New Orleans was one of the first five cities selected to participate in Bloomberg Philanthropies' Innovation Teams program. The program, which aims to improve the capacity of city halls to effectively design and implement new approaches that improve citizens' lives, now includes nearly 20 cities around the world. Innovation teams function as in-house innovation consultants, moving from one mayoral priority to the next. Using Bloomberg Philanthropies' tested Innovation Delivery approach, i-teams help agency leaders and staff through a data driven process to assess problems, generate responsive new interventions, develop partnerships, and deliver measurable results.

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