



WEST PALM BEACH

**Mayor's**  
**VILLAGE**  
**INITIATIVE**

***Mayor's Village Initiative Action Plan:***  
*A Framework for a Healthy and Safe Community*



CITY HALL



# WEST PALM BEACH

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We thank the dedicated community members and staff who participated in the workgroups and directly contributed to the creation of the Mayor's Village Initiative Action Plan. **We especially thank the Co-Champions (names in bold)** as these leaders helped to lead the workgroups on developing their pillar's action plan:

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Dear Friends:

I am **proud to present the Mayor's Village Initiative Action Plan: A Framework for a Healthy and Safe Community**, the most comprehensive action plan to date to reduce violence in our city's North End and improve outcomes for young African American men and boys who call these neighborhoods home.

**This action plan is the result of an unprecedented partnership from all sectors of our community** – government agencies, faith leaders, public safety officials, nonprofit leaders, and the young people who are most impacted by violence. Together, we have committed to meaningfully improving the quality of life for young men in three historically distressed communities: the Historic Northwest, Coleman Park, and Pleasant City. Today, we now have a collaborative framework created by the larger West Palm Beach community to ensure a West Palm Beach where all African American males are safe, empowered and secure.



**We know we must continue to act to address violence in our neighborhoods.** While West Palm Beach has seen an overall decrease in crime, with crime rates falling 7% from 2016 to 2017, we have a significantly high concentration of violence in our three target neighborhoods. West Palm Beach Police Department's heat maps show that majority of offenses occur in the Historic Northwest, Coleman Park and Pleasant City. From 2012 to 2017 young African American males committed 50% of total shootings and 32% of total homicides. In 2017 alone, 33% of homicide victims were young African American males.

**We've made great progress over the past four years through the Mayor's Village Initiative**, our public safety and community outreach strategy to provide opportunities for the young African American men and boys of our North End Neighborhoods. Through the Mayor's Village Initiative, we've experienced success with Peace in the Streets walks, Kids and Cops Workshops, Neighborhood Accountability Board (NAB), Operation Youth Violence: Reduction, Intervention and Prevention, summer internship programs, and local Workforce Development Program.

**Yet, we know there is more to be done.** To make meaningful change, we've outlined a complete community action plan to improve outcomes in five key areas: Crime prevention and intervention, Re-entry, Employment and Training, Education, and Health.

**With this plan, we stand with more than 100 cities across the U.S. that have committed to reducing the homicide rate that affects young black men and boys in half by the year 2025.**

**Thank you to the many dedicated community members, public servants, and compassionate leaders who developed this important plan.** Through their hard work and dedication, I am confident we are on our way to a West Palm Beach where all African American males are safe, empowered and secure.

Sincerely,

Jeri Muoio  
Mayor



Greetings!

Let me first say that I am humbled and grateful to be a part of this most important work. I appreciate Mayor Muoio's leadership in putting together an initiative focused on black males in the most distressed communities in our city. Often times, black males are overlooked in society, but we want them to know that they matter.

We were intentional in making sure that the community's voice was present in the plan. I would like to thank all of the community members who participated in the community conversations that were held in the Historic Northwest, Coleman Park and Pleasant City communities. The objectives established under each pillar were in response to the comments from the community.

There are other initiatives that have been implemented in Palm Beach County to improve the outcomes for young African American males. Here are a few that I would like to lift up:

- *Birth to 22: United for Brighter Futures*
- *Achieve Palm Beach County*
- *Healthier Together of Palm Beach County*
- *My Brother's Keeper Network of Palm Beach County*
- *Reentry Task Force*
- *The School District of Palm Beach County – Strategic Plan*

Representatives from these initiatives were involved in the development of our local plan. It is our goal to continue to work collaboratively in the years to come.

A framework is defined as a basic conceptual structure. I believe that this action plan is a solid foundation and framework for improving the outcomes of black males in the North End of our city.

I am also grateful for the leadership and mentorship of Anthony Smith, Executive Director of *Cities United*. *Cities United* is passionate about partnering with Mayors across the country to create safe, healthy, and hopeful communities and ending violence against African American men and boys. Anthony and his team have been a sounding board throughout this process, and we couldn't have done it without them.

As you read ***The Mayor's Village Initiative Action Plan: A Framework for a Healthy and Safe Community***, my hope is that every individual and organization will reflect on how they can be involved in this work of creating more hopeful communities for these young men. It will truly take a village to create the change that we want to see.

Sincerely,



Kevin L. Jones  
Coordinator of Community Initiatives

To Whom It May Concern:

My name is Ricky Aiken and I am the founder and executive director of Inner City Innovators, a 501(c)(3) nonprofit corporation committed to eradicating youth delinquency and gun violence in the inner city of West Palm Beach. In addition to being the founder of a local organization, I am also a lifelong resident of the inner city of West Palm Beach. I am writing to show my support for Kevin Jones and the Mayor's Village Initiative's Plan to reduce harm and improve outcomes for black men and boys living in the most distressed areas of our City.

I have worked closely with Kevin Jones since 2015 and feel confident expressing my full support of his leadership and the various preventive measures brought forth by the Initiative. As a community member, I am fully acquainted with the dire need for a multi-sector, laser-like focused effort on my community and the young people residing there. As a young man growing up here, I've lost various friends to gun violence as both perpetrators and victims. As a youth worker in the community, I've seen many of the young men I've worked with in the past lost to the same violence. The major difference between when I was growing up and now is the attention Mayor Jeri Muoio has given the issue through her Village Initiative. I've worked with this Initiative to inform workforce development opportunities for local youth and coordinate outreach efforts to reconnect disconnected youth to opportunities. The Mayor's Village Initiative has led efforts in re-entry, community engagement, improving cop/community relations and many others.

I believe that what we have here in West Palm Beach - thanks to the Mayor's Village Initiative - is something that should be happening in communities all over the country.

Ricky Aiken

# **INNER CITY INNOVATORS**



Kevin Jones (left), with Ricky Aiken (right) at Cities United.

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# Executive Summary

The Mayor's Village Initiative was developed as a result of the high violent crime rates almost exclusive to young African American men in the North End of the City of West Palm Beach, specifically in the neighborhoods of the Historic Northwest, Coleman Park and Pleasant City. Comprised of City of West Palm Beach staff, community leaders, community members and local organizations, the Mayor's Village Initiative is a collaborative multidisciplinary strategy to prevent and reduce youth violence and improve outcomes for African American boys and young men in the three target neighborhoods.

***The Mayor's Village Initiative Action Plan: A Framework for a Healthy and Safe Community*** serves as a timeline for the future of the Mayor's Village Initiative. It represents a synthesis of data, community input, community assets and innovative solutions.

This document presents the details of our strategy focusing on five key pillars:

- Crime Prevention & Intervention
- Reentry & The Criminal Justice System
- Employment & Training
- Education
- Health

These five pillars reflect the issues and ideas that have been identified by community members, especially from African American boys and young men themselves. Within each of the five pillars is a goal, set of three objectives, and various supporting activities with lead organizations and measurable outcomes. It delineates how each pillar will contribute to the overall Mayor's Village Initiative and outlines the next steps necessary to move forward.

Important to the success and sustainability of the Mayor's Village Initiative, this action plan presents implementation guidelines, evaluation plan, funding requests and an evolving communication and awareness strategy. Altogether, the ***Mayor's Village Initiative Action Plan: A Framework for a Healthy and Safe Community*** lays out a detailed strategy to ensure a West Palm Beach where all African American males are safe, empowered and secure.



## Current Situation: Youth Violence in West Palm Beach

In West Palm Beach, law enforcement reported a total of 6,553 crimes in 2016 and 6,181 in 2017 (See Appendix - Chart 1). It is worth celebrating that crime is slightly decreasing in West Palm Beach and that the crime rate is small relative to other United States cities. However, crime, especially violent crimes, remains a major area of concern in West Palm Beach, especially as young African American males in the community are disproportionately impacted by violence.

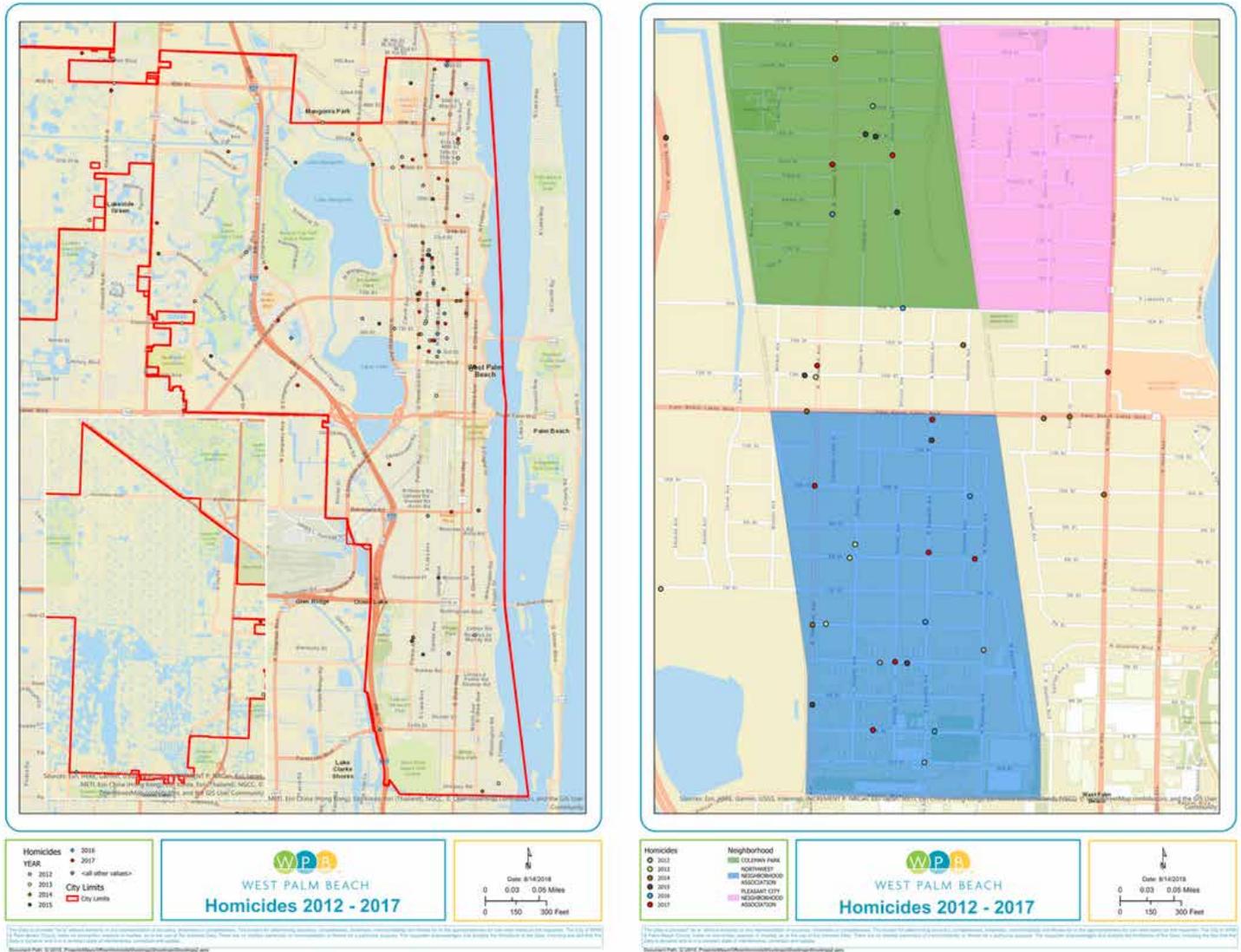
From 2015 to 2017, 1,637 young African American males were arrested with 55% felony offenses and 45% misdemeanor offenses. So far in 2018, 195 young African American males have been arrested with an almost equal number of felony and misdemeanor offenses. Additionally, of the 178 African American males from West Palm Beach with release dates in 2016 and 2017, 19% were African American males 25 years old and younger. These young African American males committed offenses such as robbery, burglary, aggravated assault, drug possession, extortion, carjacking, grand theft, and weapons possession.

The impact of violence is not evenly distributed among West Palm Beach communities as well. The West Palm Beach Police Department's Homicide Heat Map and Shooting Heat Map, which plots the victims of homicide and shootings, show that the majority of offenses occur in the North End of the city (See Figure 1 and Figure 2). This .73 square mile radius includes sections of zip codes 33407 and 33401, or the neighborhoods of the Historic Northwest, Coleman Park and Pleasant City (See Figure 3). With a total population of around 6,400 these urban neighborhoods in the North End of West Palm Beach are predominately African American. Those 24 years old and younger make up 32% of the total population in the Historic Northwest, 42% in Coleman Park and 27% in Pleasant City.

Analyzing two prevalent types of violent crimes, shootings and homicide, African American males were most often the victims of violent crimes. From 2012 to 2017, the West Palm Beach Police Department reported a total of 272 victims of shootings and 114 victims of homicides. 77% of shooting victims and 62% of homicide victims were African American males. Even more alarming is that 50% of shooting victims and 32% of homicide victims were young African American males 25 years old and younger (See Appendix - Chart 2).

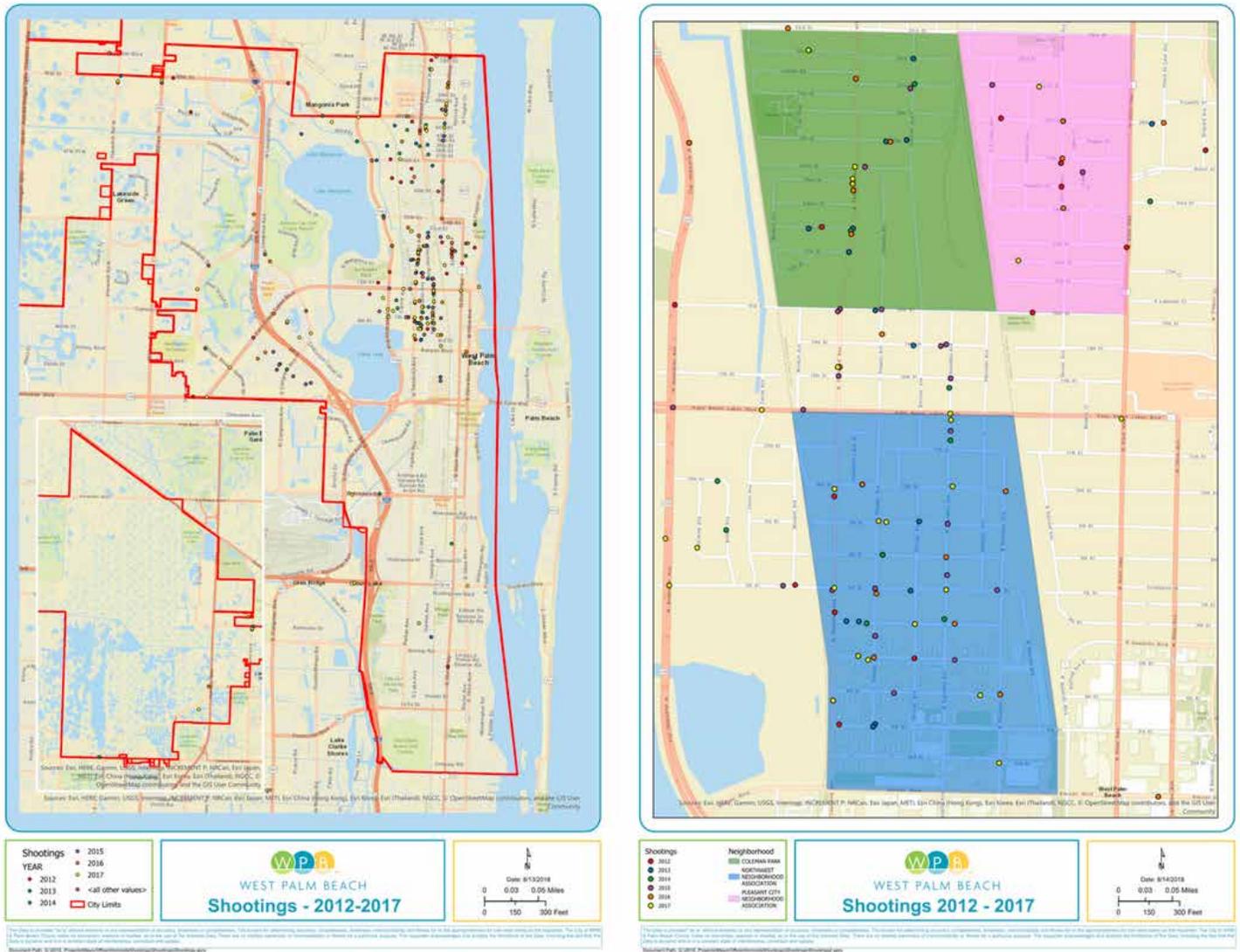
Youth violence results from multiple individual, family and environmental factors that can accumulate over a child's development. These risk factors - or the things that make it more likely that people will experience violence - can occur at an individual or interpersonal level, such as among family or friends. Additionally, many risk factors exist because of social and economic disparities in these communities with high rates of poverty, unemployment, and racial inequality (See Figure 4). No one factor alone leads to the development of youth violence. Therefore, the solution requires a comprehensive approach that simultaneously targets multiple risk factors, secures protective factors, or the things that make it less likely that people will experience violence, and engages the entire community.

Figure 1: West Palm Beach Police Department Homicide Heat Map (2012 - 2017)



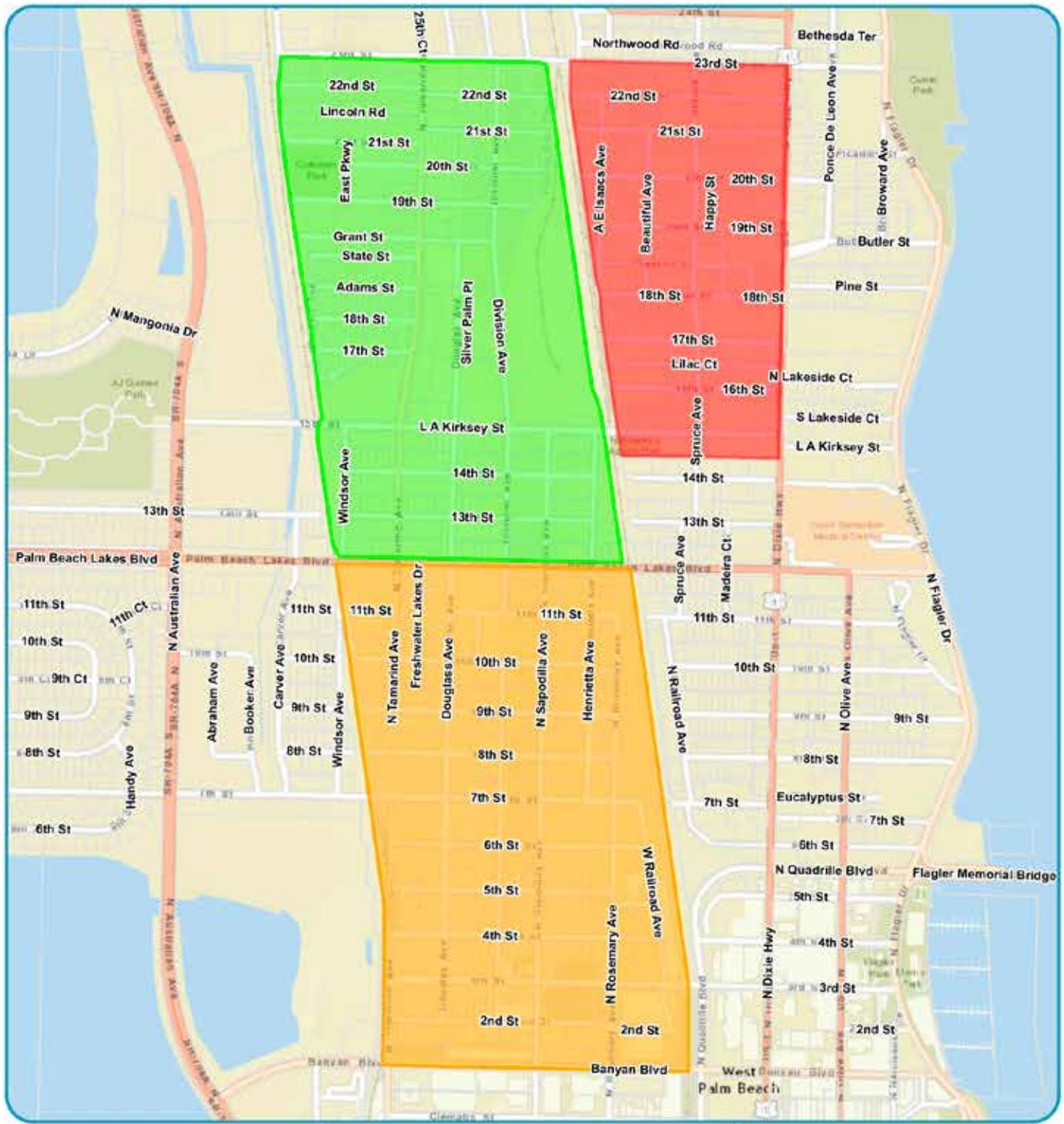
Left: Overall City of West Palm Beach, Right: Focus on The Historic Northwest, Coleman Park and Pleasant City

Figure 2: West Palm Beach Police Department Shooting Heat Map (2012 - 2017)



Left: Overall City of West Palm Beach, Right: Focus on The Historic Northwest, Coleman Park and Pleasant City

Figure 3: Map of North End of West Palm Beach: Historic Northwest, Coleman Park and Pleasant City



**Legend**

- Coleman Park
- Northwest Neighborhood
- Pleasant City
- City Limits

  
**WEST PALM BEACH**  
**Mayor's Village Initiative**  
 Date: 11/29/2017

0 0.075 0.15 0.3 Miles  
 0 500 1,000 2,000 Feet



The Data is provided "as is" without warranty or any representation of accuracy, completeness, timeliness, merchantability and fitness for the appropriateness for use, resale, copy, or the reseller. The City of West Palm Beach County make no warranties, express or implied, as to the use of the Map and Data. There are no implied warranties of merchantability or fitness for a particular purpose. The recipient acknowledges and accepts the limitations of the Data, including the fact that the Data is dynamic and is in a constant state of maintenance, correction and updates. Document Path: Q:\2017 Projects\Mayors Office\Jones\mcd\Neighborhoods\_6x11\_StreetBaseMap.mxd

Figure 4: Social Determinants of Health in the North End of West Palm Beach

# Social Determinants of Health in the North End of West Palm Beach

According to the Centers for Disease Control (CDC), Social Determinants of Health are the conditions in the environments in which people live, learn, work, play, workshop, and age that affect a wide range of health, functioning, and quality-of-life outcomes and risks. This includes social, economic, and physical conditions.

**Those under the age of 18 in Coleman Park and Pleasant City are the largest group of individuals living in poverty with a rate of about 50%**



(1) Source: American Community Survey Estimates 2012 - 2016 Census Tract 22, 23 and 24  
(2) Source: American Community Survey Estimates 2013 - 2017 Census Tracts 22, 23 and 24

# West Palm Beach Responds: The Mayor's Village Initiative

From the West Palm Beach Police Department Shooting and Homicide Heat Maps and the impacts of social and economic disadvantages, it became apparent to City staff, community organizations and concerned citizens that something needed to change. The Mayor's Village Initiative is a City of West Palm Beach effort to improve the experiences of young African American men and boys age 25 years old and younger living in the Historic Northwest, Coleman Park and Pleasant City. The goal of the Mayor's Village Initiative is to prevent and reduce youth violence and to improve outcomes for African American boys and young men in the three target neighborhoods. The vision of the Mayor's Village Initiative is:

**To ensure a West Palm Beach where all African American males are safe, empowered and secure.**

Tremendous efforts are already under way to reduce youth violence and promote wellbeing in West Palm Beach and Palm Beach County. The Mayor's Village Initiative plays a critical role in weaving together these broad networks of stakeholders, committed parties, and community members to focus attention and target solutions to the North End of West Palm Beach. The "village" consists of government agencies, businesses, concerned citizens, the faith community, nonprofits, philanthropy, schools, and young African American males. The City of West Palm Beach acts as an umbrella and pulls resources together to address the issue of youth violence.

To truly reduce crime and improve outcomes, progress is needed not only in crime prevention, but also in other sectors. Using Cities United's *Roadmap to Safe, Healthy and Hopeful Communities*, five relevant pillars were identified to reduce youth violence and improve outcomes for young African American men and boys.



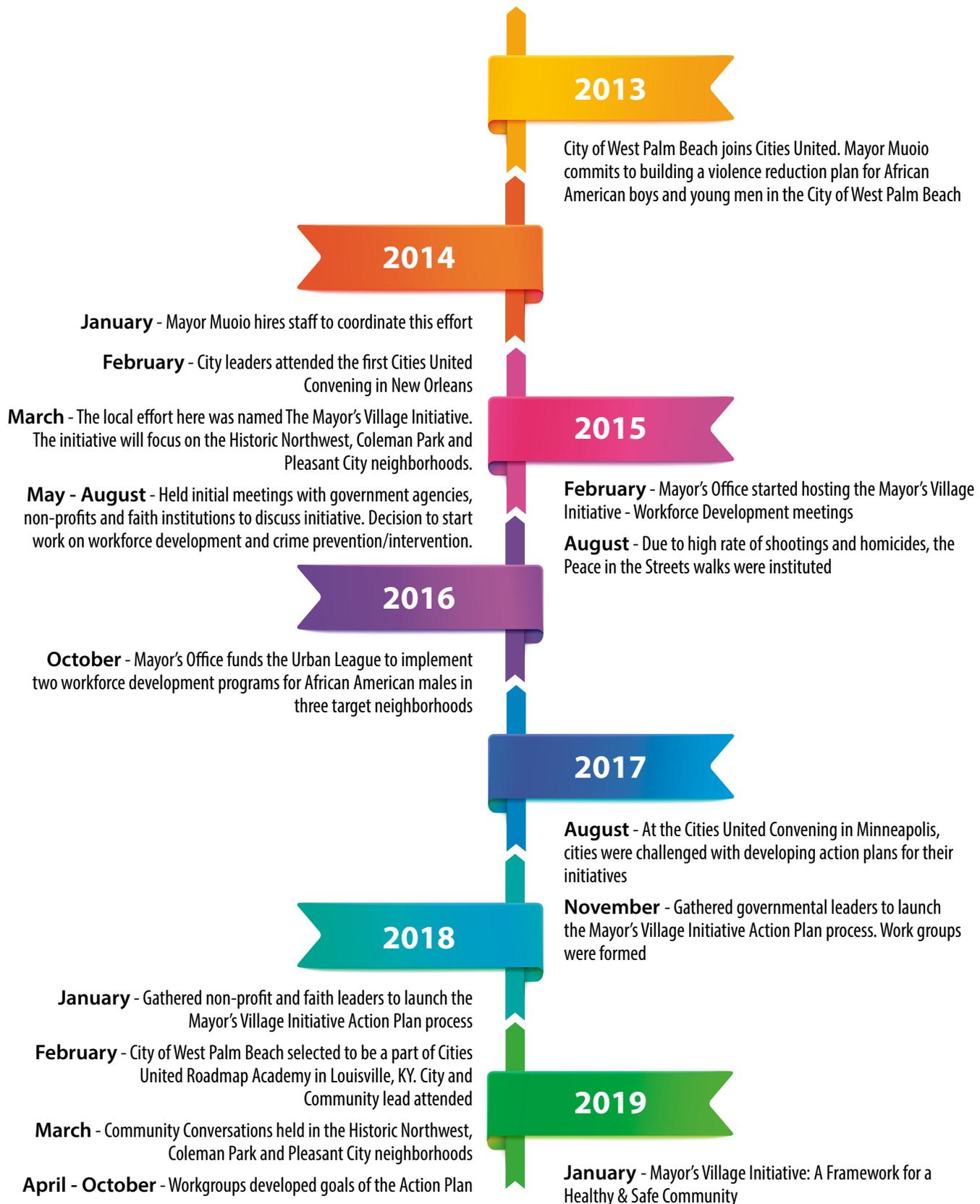
During the "Community Conversations", community members provided one-word answers to: "What is your vision for African American males in the North End of our city"? The one-word responses influenced the development of the Mayor's Village Initiative vision statement.

**These five core pillars of the Mayor's Village Initiative include:**

**1) Crime Prevention & Intervention; 2) Reentry & The Justice System; 3) Employment & Training; 4) Education; and 5) Health.** The five pillars have an interdependent relationship as they directly impact and influence on another.

# Mayor's Village Initiative: A Timeline

Figure 6: Mayor's Village Initiative Timeline (2013 - Today)

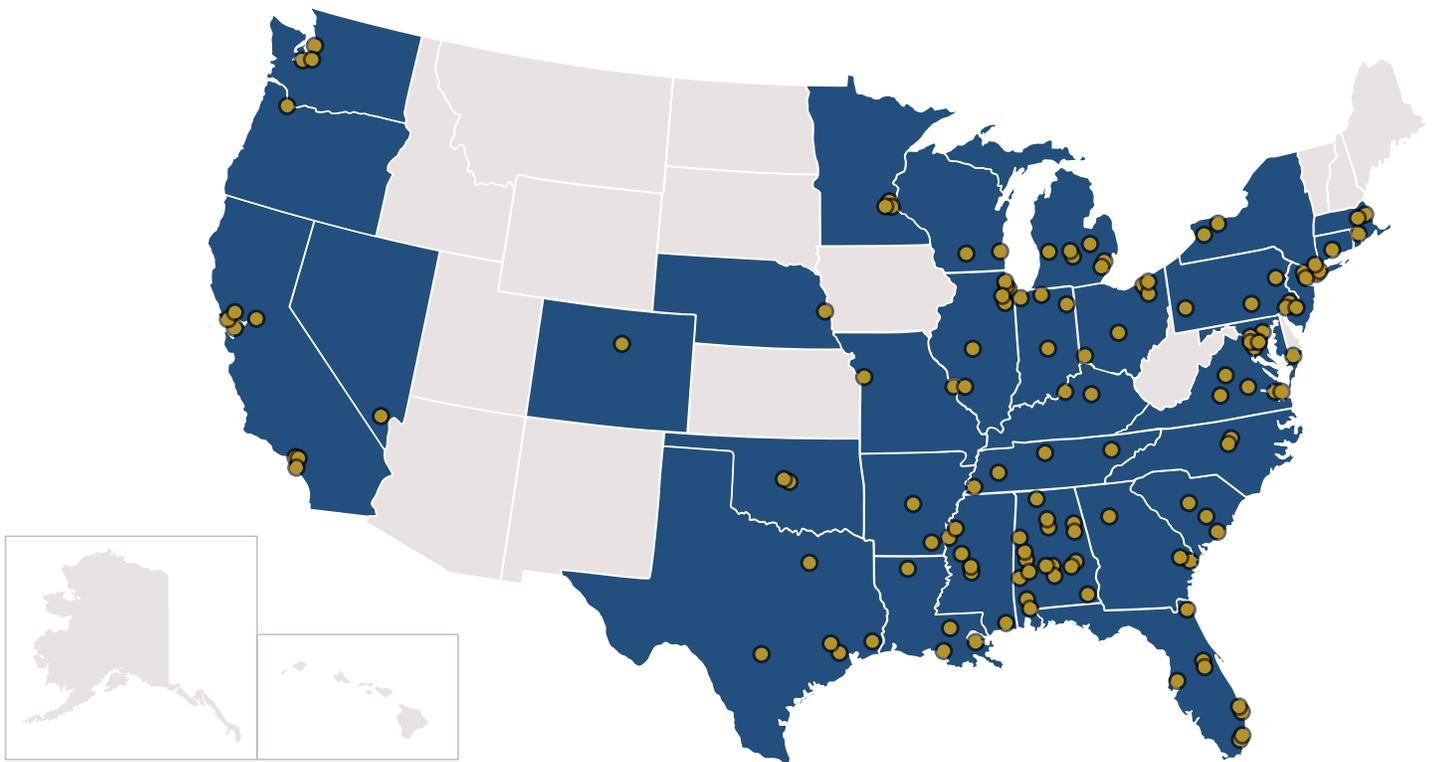


# National Engagement: Cities United

The Mayor's Village Initiative is part of the national initiative *Cities United*, a growing, national network of more than 120 mayors working to cut the homicide rate affecting young African American men and boys in half by the year 2025. In 2013, Mayor Jeri Muoio committed to developing a plan to reduce violence related deaths among young African American males in West Palm Beach. Mayor Muoio's first step was to appoint community advocate, Kevin Jones, Coordinator of Community Initiatives, to lead the Mayor's Village Initiative. In 2014, Mayor Muoio and Kevin Jones attended the first *Cities United* convening in New Orleans. Ever since, the Mayor's Village Initiative has been hard at work to build out the scope of the work.

In 2018, Kevin Jones and Ricky Aiken, Executive Director of Inner City Innovators, participated in *Cities United's* first annual Roadmap to Safe, Healthy and Hopeful Communities Academy. They returned with strategies to counter violence and establish safer, healthier, and more hopeful communities. In November 2018, the West Palm Beach team will attend the national convening to present the Mayor's Village Initiative Action Plan to other city and national leaders.

## **Cities United: Partner Cities since 2018**



# Palm Beach County Engagement

In addition to national initiatives, the Mayor's Village Initiative has partnered with Palm Beach County initiatives that encompass a variety of aspects of crime prevention and improving outcomes for young African American males. The Mayor's Village Initiative remains committed to engaging with and participating in these county initiatives, especially as programs can be targeted toward African American boys and young men in the three neighborhoods of the Historic Northwest, Coleman Park, and Pleasant City. Listed below are some programs:

**Achieve Palm Beach County's** vision is that every Palm Beach County high school graduate completes a postsecondary credential within six years of high school graduation. Achieve Palm Beach County is a collective impact initiative that pairs community assets to support and build new relationships in cross-sector organizations.

**Birth to 22: United for a Brighter Future** is a collective impact initiative supporting positive outcomes for Palm Beach County youth. This collaborative work uses a whole child approach, focusing on six domains of child and youth development: physical health, behavioral health, academic readiness, social/emotional wellbeing, career-readiness, and connection and contribution to community and society. The Mayor's Village Initiative aligns with the specific goal to remove community stressors and systemic barriers, in order to ensure safety and justice and become a trauma sensitive community.

**Campaign for Black Male Achievement** is a national membership network that seeks to ensure the growth, sustainability and impact of leaders and organizations committed to improving the life outcomes of black men and boys. The network deploys a city-by-city, place-based strategy that emphasizes learning and impact. Palm Beach County received "City on the Horizon" recognition for its promising movement to scale up their investment in black men and boys.

**Florida's Department of Juvenile Justice** has compiled a set of objectives in its 2018 Palm Beach County Juvenile Detention Alternative Initiative (JDAI) work plan. The core strategies within this plan include: use of data, special populations, alternatives to secure detention, conditions of confinement, and reducing racial and ethnic disparities. These strategies include objectives, tasks, responsible parties and timelines.



**Healthier Together** is Palm Health Foundation's community-driven, multi-year, place-based initiative to improve the health of residents throughout Palm Beach County. Chosen as one of the six communities, Healthier Neighbors works with the residents of Northern West Palm Beach and Riviera Beach to improve behavioral health. Healthier Neighbors builds capacity among individuals, organizations and systems to impact lasting and sustainable positive change around health and wellbeing.

**My Brother's Keeper** is a coalition of public and private entities that work together to improve life outcomes for boys and young men of color through internal agency policy review, education and employment opportunities. Activities promoted by this network in Palm Beach County follow national goals to improve health, education, employment and safety.

**Palm Beach County Criminal Justice Commission's MacArthur Foundation "Safety and Justice Challenge Network" Grant** totaling \$2,300,000 between 2015 and 2017 to address over-incarceration in the county through more effective, fair, and equitable responses to crime and social disorder. The most recent award enables Palm Beach County to make comprehensive policy, practice, and system alignment changes aimed at safely reducing local incarceration and disparities in jail usage.

**Palm Beach County Criminal Justice Reentry Task Force's** mission is to increase public safety, reduce victimization, and recidivism rates and create an improved quality of life for Palm Beach County residents. The Reentry Task Force coordinates and facilitates resources, develops and maintains partnerships, implements changes based on evaluation, and identifies opportunities for sustained reentry services.

**School District of Palm Beach County** envisions a dynamic collaborative multicultural community where education and lifelong learning are valued and supported and where all learners reach their highest potential and succeed in the global economy. The goal is to impact four long term outcomes: 1) increase reading on grade level by 3<sup>rd</sup> grade; 2) ensure high school readiness; 3) increase the high school graduation rate; 4) foster post-graduate success. They will accomplish this through four strategies: 1) effective and relevant instruction to meet the needs of all students; 2) positive and supportive school climates; 3) talent development; 4) high performance culture.



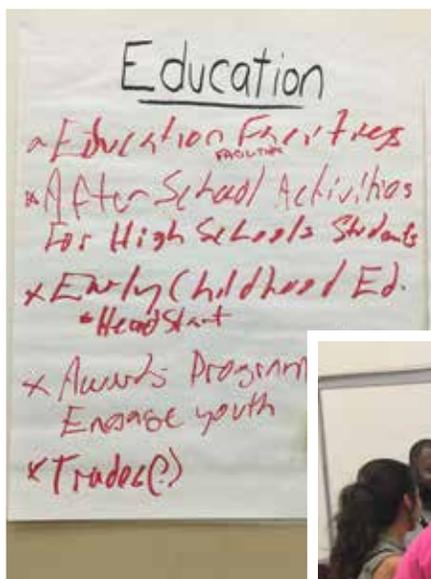
# The Community Responds: The Youth

The Mayor's Village Initiative organized "Community Conversations"- or listening sessions - to gather information about young African American males' lived experiences within the three target communities. There often is a lack of data specific to African American males age 25 and younger at the zip code or tract level. Therefore, the experiences shared and the information gathered from these conversations filled in missing data and added to community level understanding. Community members were encouraged to contribute information on each of the five pillars, as well as on the topic of communication and awareness. The "Community Conversations" were held at convenient times after school and on the weekend. They were held at community centers located within each of the three communities, specifically The Salvation Army Northwest Community Center in the Historic Northwest, The Paul Lawrence Dunbar Senior Complex in Coleman Park, and The Pleasant City Community Center in Pleasant City. Attendees were given an overview of the Mayor's Village Initiative, Cities United, and local efforts. Then community members were asked to share their responses to the following questions for each of the five pillars and around communication and social awareness:

- **What needs to happen?**
- **Who needs to join us?**
- **What is happening now?**
- **How do you get involved going forward?**
- **Why does this matter to this community?**

The responses were truthful, candid, and proactive. Young African American men and boys and other concerned citizens shared experiences and ideas on individual and community wellbeing. The discussion notes from the "Community Conversations" were compiled and provided to each workgroup to analyze and directly incorporate into their pillar work plan. A clear line can be drawn between the community's ideas and the resulting objective. Each workgroup grouped together related ideas from the "Community Conversation" and created objectives and supporting activities. Not all ideas from community members were incorporated into the work plans. These ideas will need to be explored further in the future.

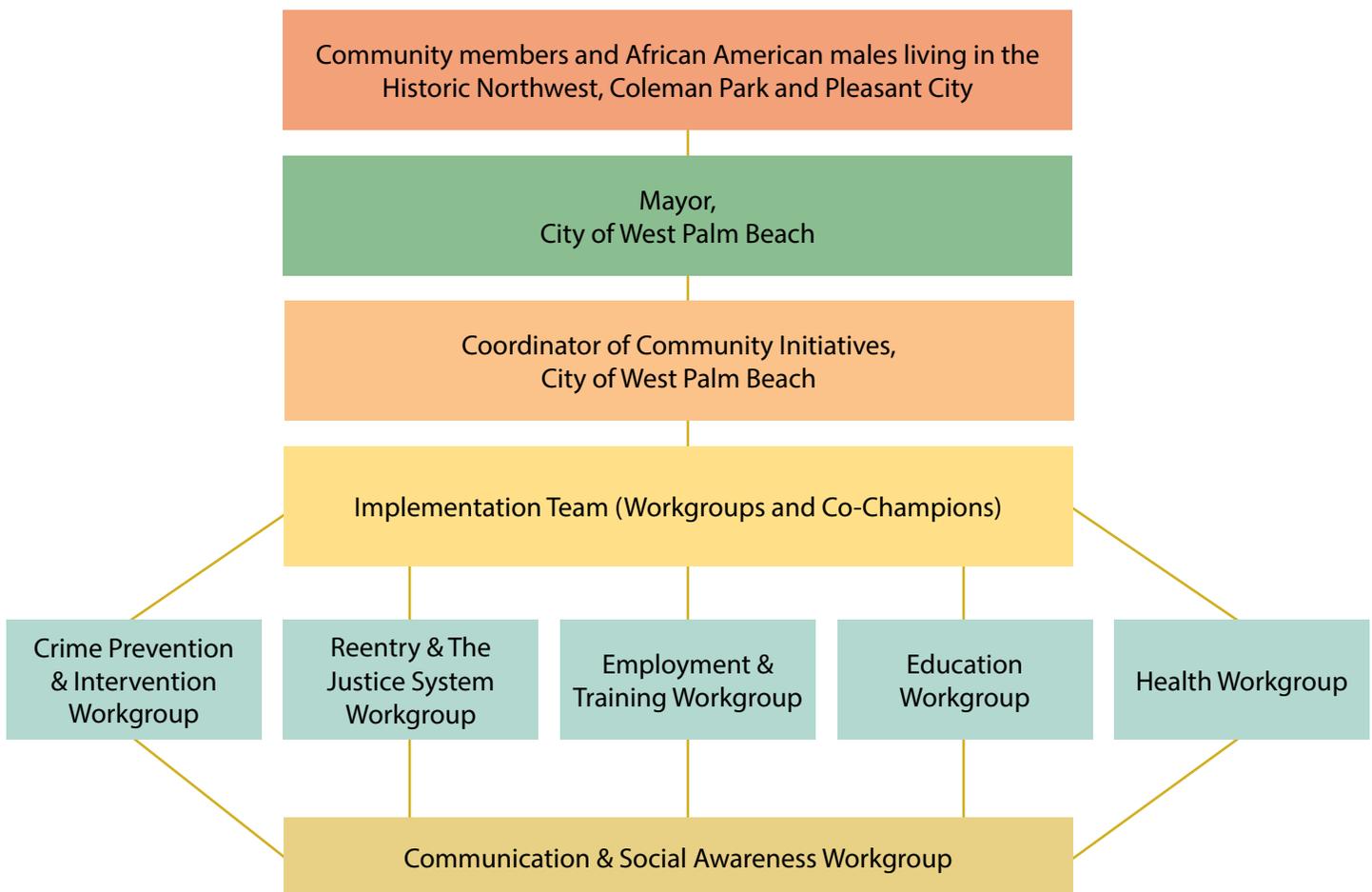
Community involvement does not end with the "Community Conversations." The Mayor's Village Initiative programs and activities will continue to engage community members, especially young African American males, to lead the way in how the initiative develops.



# Our Partners Respond: The Workgroups

Kevin Jones, Coordinator of Community Initiatives and the City lead for the Mayor’s Village Initiative set out to engage all corners of the community. This included government agencies, businesses, concerned citizens, the faith-based community, nonprofits, healthcare, philanthropy, schools, and young African American males. Community leaders were identified as “champions” for their leadership and strong commitment to the community. Two to three co-champions were assigned to a workgroup for each of the five pillars. A call to action was extended to more than 60 community members and organizations to join one or more workgroup(s) and serve as subject matter experts. The workgroups, along with City of West Palm Beach staff and young African American males, form the governance structure for the Mayor’s Village Initiative (see Figure 7).

**Figure 7: Mayor’s Village Initiative Governance Structure**



The workgroups worked collaboratively to develop an action plan for their pillar with goals, objectives and supporting activities based on local data and community input. Each workgroup met two to three times from June to August 2018 to review data and develop their action plan. The passion, expertise and dedication of co-champions and workgroup members led to the development of 5 pillar goals, 15 objectives and 75 supporting activities within the *West Palm Beach Mayor’s Village Initiative Action Plan: A Framework for a Healthy and Safe Community*.

# Mayor's Village Initiative Guiding Principles

Three main principles were utilized as theoretical frameworks for the development of *The Mayor's Village Initiative Action Plan*. These three guiding principles, **Collective Impact**, **Racial Equity**, and **Asset Based Community Development** will elevate equity, justice, and the strengths of the North End of the community as we reduce youth violence and improve outcomes. These principles will direct and leverage limited resources to make a longstanding impact.

- 1. Collective Impact** is the practice of impacting systems and policies to improve wellbeing. Through cross sector collaboration, citizens and leaders can address a variety of challenges, such as poverty, homelessness, and education. The Collective Impact framework contains five core conditions: (1) develop a common agenda; (2) share measurements to understand progress; (3) build on mutually reinforcing activities; (4) engage in continuous communications; and (5) provide a backbone structure.
- 2. Racial Equity** is a commitment to understanding, recognizing, and combating systemic race inequities. Racism is a strong, ever-present force that has structured the thinking, behavior, and actions of individuals and institutions since the beginning of U.S. history.
- 3. Asset-Based Community Development** is an approach to community development based on strengths and potential. This type of community development moves away from what a community lacks toward focusing on what a community possesses. Unique resources, skills, and experiences of the community are assessed and organized to support the best course of action for that community.
- 4. P.I.E.R. Approach** is a balance of programs around Prevention, Intervention, Enforcement and Reentry (PIER). *Prevention* programs include youth development, family support services, educational opportunities, community involvement, and in-school and out-of-school activities. *Intervention* programs engage high-risk youth in a range of settings and providing a range of services. *Law Enforcement* programs focus on crime hot spots, and assisting the most serious, violent, and chronic youth offenders. *Reentry* programs support youth offenders returning to the community to ensure success. This balanced approach includes a variety of organizations and individuals with expertise in the four concept areas and encourages collaboration across all concepts.
- 5. Public Health Approach** involves multiple steps with multiple people, organizations and systems involved. *Step One*: define the problem, which involves systematically collecting data to determine the "who", "what", "where", "when", and "how". *Step Two*: explore the reason why some communities experience violence while others do not (identify risk and protective factors). *Step Three*: develop prevention strategies and analyze to see if they prevent violence. *Step Four*: effective strategies are disseminated and implemented broadly. Each step within the Public Health Approach informs the next providing a framework for asking and answering the right questions around violence prevention.

# The Mayor's Village Initiative Action Plan

*The Mayor's Village Initiative Action Plan: A Framework for a Healthy and Safe Community* presents a multidisciplinary, community focused, action-oriented plan. This framework will guide the efforts to prevent and reduce youth violence and improve outcomes for young African American men and boys in the Historic Northwest, Coleman Park and Pleasant City.

In the Action Plan that follows you will find each section divided by pillar: 1) Crime Prevention & Intervention, 2) Reentry & The Criminal Justice System, 3) Employment & Training, 4) Education, and 5) Health. Within each pillar's action plan you will find the following:



	Purpose:
<b>Current Situation</b>	Current data on the experiences of young African American males analyzed from the lens of the focus area.
<b>Goal</b>	Reflects the larger change that we want to see and how this pillar will contribute to the overall mission and vision of the Mayor's Village Initiative
<b>Objective</b>	How the workgroup intends to accomplish the goal.
<b>Supporting Activities</b>	Specific tasks that will be completed to accomplish each objective. Each workgroup put together recommendations that maximize current assets and then proposed new programs, so the supporting activities are categorized as "Enhanced and Ongoing Activities" or "Future Activities"

*In the upcoming pillar sections, please take note of the following:*

- The supporting activities will take place within all three of the target neighborhoods, the Historic Northwest, Coleman Park and Pleasant City and will focus on African American boys and young men 25 years old and younger, unless otherwise specified.
- The programs listed under "Ongoing and Enhanced Activities" are not listed in any particular order, as these activities are ongoing. However, the programs in "Future Activities" are listed in order of timeline for implementation.

# Pillar #1: Crime Prevention & Intervention

## To keep young African American males in the target neighborhoods alive and out of jail

As mentioned in the “Current Situation: Youth Violence in West Palm Beach” section, the Historic Northwest, Coleman Park, and Pleasant City have historically high crime rates among young African American males. Misdemeanors and felonies offenses can result in incarceration or fines depending on severity and frequency of crime. Other serious impacts include job loss, difficulty finding employment, academic fall out, loss of civil rights, and driver’s license suspension. Victimization also has a serious impact on individuals and communities. This is a concern as individuals who experience or are exposed to at least one form of violence are at a higher risk for both being a victim of other forms of violence and for inflicting harm on others. Additionally, this direct exposure to violence and crime can cause trauma, which can interfere with a child’s healthy brain development and alter the body’s immune system.

Crime prevention stops youth violence before it starts, and intervention responds effectively to prevent its recurrence. Within Palm Beach County and West Palm Beach there is a strong network of stakeholders including individuals, organizations, government, and social service agencies working to prevent and reduce crime through various collective impact initiatives and opportunities. Further community involvement and improved communication of resources and services will only strengthen these efforts. The hope is that reducing crime and victimization will foster safety and prosperity in these communities. This will be done in the following ways:

**OBJECTIVE 1: STRENGTHEN PREVENTION EFFORTS TO DETER ENTRY INTO THE CRIMINAL JUSTICE SYSTEM** to ensure effective, community approved, programs that lower the arrest rates of young African American males.

Ongoing and Enhanced Activities:

- **Anti-Violence Workshops**, led by Inner City Innovators, give youth the skills they need to reduce their likelihood of perpetrating or being victimized by gun violence. These workshops occur in the community, school or any setting where youth gather.
- **Coleman Park Moving Forward** is a set of recommendations provided by consultant from Cities United, which would focus crime prevention and intervention strategies specifically within the Coleman Park neighborhood.
- **Community and Police Dialogues (Kids & Cops Workshops)** - influenced by Everyday Democracy’s Dialogue to Change process and organized by the Mayor’s Office - create a safe, non-confrontational, space for youth to express their thoughts and feelings about their relationship with law enforcement. Young men also hear from police officers about their roles in the community. Individuals of diverse cultures, backgrounds and experiences work together over multiple sessions to develop trust, understand each other’s experiences, and build positive relationships between law enforcement and residents.
- **Community Engagement Walks** led by Inner City Innovators and activities convey a credible, clear message about the consequences of clique/gang violence to youth already involved or at risk of being involved in gangs. Inner City Innovators staff, volunteers and youth walk in the streets to communicate to youth that they have better options for their lives.
- **Peace in the Streets Walks** are events where concerned citizens, elected officials, and West Palm Beach Police officers walk the three distinct neighborhoods in the North End of the city to promote “peace in the streets”. Organized by the West Palm Beach’s Mayor’s Office, these monthly walks engage residents in dialogue on how we can collectively make our communities safer.

- **Real Time Crime Center (RTCC)** is a monitoring station utilizing state of the art technology to prevent and solve crime in West Palm Beach. The RTCC includes gunfire detection technology, license plate readers, city cameras, and an electronic platform for integrating all information gathered via the new technology. Led by the City of West Palm Beach Police Department, the Civilian Crime Analysts and sworn personnel will have access to all the data collected by the technology, which can be immediately disseminated into the field to improve officers' responses to in-progress incidents. The information collected will be more concise and targeted to allow officers to be more precise in their responses to calls for service.
- **Resident engagement in the Historic Northwest neighborhood** on a weekly basis. Organized by the American Legion and the Northwest Community Consortium, community members meet to discuss issues related to crime and community upkeep.
- **Teens Unite!** A free series of events for youth ages 12 to 18 features free pro-social activities, such as dance parties, pool parties, video games, movies, basketball, and a talent showcase. These events take place every Saturday through the summer months from 7:00 p.m. to 10:00 p.m. at different locations throughout the North End of the city. Led by the Mayor's Office, in collaboration with youth development programs and community centers, this program brings teens together from different communities that have historically experienced conflict to gather in a safe space.

Future Activities:

- **National Youth Violence Prevention Week** will raise awareness and educate students, parents, teachers, school administrators, and community members on effective ways to prevent or reduce youth violence. From April 8<sup>th</sup> to 12<sup>th</sup>, the Mayor's Office will take part in this week-long national education initiative that will involve activities that demonstrate the role of youth in prevention violence in our communities.
- **Quarterly meetings, forums, or listening sessions** with panels of young African American males to share with providers how they can best serve youth. Guided by Inner City Innovators with assistance from the Mayor's Office, the youths lead the conversation to identify community stressors and assets to ensure safety and justice in the community.
- **Target outreach to younger age groups, especially those aged 14 to 17 years old**, to ensure there isn't a gap in youth receiving crime prevention resources and programming. There are successful crime prevention programs targeted toward children in elementary and middle school. However, there seems to be a lack of programming for high school aged youth. New programs should focus on engagement and targeted outreach to that age group.
- **Create anti-bullying teams** within local elementary and middle schools as part of a comprehensive approach to reduce bullying. A commitment to violence prevention could include classroom-based instruction and an anti-bullying team to prevent or intervene in bullying situations.
- **Palm Beach County's Green Dot Program**, an innovative violence prevention and intervention program designed to reduce instances of power-based personal violence in our communities. This violence includes domestic, dating, sexual, child abuse, bullying, elder abuse, and stalking. Led by Palm Beach County's Victim Services, Bystander Training has been offered to many staff in county departments giving them the knowledge and tools to make our communities a safer place to live.

**OBJECTIVE 2: INCREASE OUTREACH AND COMMUNICATION AROUND INTERVENTION AFTER ENTRY INTO THE CRIMINAL JUSTICE SYSTEM** to ensure that effective programs are known rather than creating too many new programs.

Ongoing and Enhanced Activities:

- **Hospital Based Intervention Program (H.V.I.P.)**, is an evidence-based program, practiced within St. Mary's Medical Center, where individuals who are victims of violent crime are engaged by "intervention specialists" while they are in the hospital. During this teachable moment, services are offered, by a local social service agency, and a plan of action is put into place to assist the victim with continuing on a positive path. H.V.I.P. promotes healing, alternatives to violence, and reduced retaliation, re-injury, and re-arrest.
- **Mentoring Programs** through the United Way of Palm Beach County Mentor Center Network focus on building relationships between trusted mentors and youth throughout Palm Beach County. Relationships with caring adults can influence behavioral choices and reduce risk for involvement in crime and violence. Outreach could be done to bring on board mentors who are respected community members, who may not be considered the "perfect" role model to overcome the lack of mentor participation. These community members would be trained and matched with local youth in the community.
- **Neighborhood Accountability Board (N.A.B.)** is led by the West Palm Beach Police Department and facilitated out of the Pleasant City Youth Empowerment Center. This evidence-based program is for youth 12 to 18 years old who commit a first time misdemeanor offense. Based on Restorative Justice principles, the goal is for the youth to repair the harm that was caused in the community by their crime. The conference consists of the offender and their parents, the victim (if they want to attend), and a board comprised of trained neighborhood volunteers. The group talks about the offense and agrees on appropriate sanctions. The youth has approximately 90 days to complete their assigned sanctions. If they complete the sanctions, the offense will not be on their record. Although the current program is for first time misdemeanors, the hope is to expand this program to those who have committed multiple misdemeanors.
- **Operation Youth Violence: Reduction, Intervention, and Prevention (R.I.P.)**, is an evidence-based program led by the West Palm Beach Police Department. It provide first time felony offenders ages 13 to 24 years old with resources and mentoring in hopes that they will become active members of the community. Partnering with Urban League of Palm Beach County and the Pleasant City Youth Empowerment Center, youth are offered the opportunity to enroll in GED programs, job readiness courses, counseling, and subsidized employment.
- **Youth-Violence Response Team**, led by Inner City Innovators responds to reports of youth-related gun violence in hopes of using Inner City Innovators staff and volunteers' social capital and life experiences to reduce the chances of retaliation. The team also offers support services to youth and families that have been affected by gun violence.

Future Activities:

- **Build an Emergency Response Team**, which would be notified of a youth-related shooting in the three target neighborhoods to provide support and resources for individuals gathered at the crime scene, such as family members and other witnesses. The Emergency Response Team would offer community members a variety of support services. Team members would serve as an intermediary between law enforcement and the community. The West Palm Beach Police Department and clergy from local faith based organizations will help to identify participants to join the team, and assist with development and training.
- **Develop a communication strategy to "get the word out"** about current intervention programs. West Palm Beach has many successful evidence-based intervention programs, however, many community members including young African American males are not aware of these programs. Mosaic Group will create an effective communication strategy to improve knowledge of available resources and programs for community members, case managers, and other agencies.

**OBJECTIVE 3: ALIGN ALL SERVICES TO CREATE OPPORTUNITIES TO PREVENT CRIME** improving awareness of local resources and increasing participation in local programs.

#### Future Activities

- **Create one central online database** that identifies available resources, their location(s), and program requirement(s). This database should start by listing programs and resources of organizations and agencies already involved in the Mayor’s Village Initiative. When ready, this can be expanded by requesting other local organizations to submit their program(s) to the database. This would allow case managers, family members and youth themselves to identify resources within their community that could assist and benefit them in a variety of ways.

Figure 8: Crime Prevention & Intervention Highlight

“ Police work is not just catching bad guys. We’re trying to create more opportunities for members of the community to have more than just one contact with us in a negative light. We’d rather have more positive contact with people. And the more we do it and the longer that we do it, the more our offices realize this is a community effort they want to be a part of. ”

**Chief of Police Sarah J. Mooney**  
*City of West Palm Beach Police Department*

\*Chief Mooney’s commitment to inclusion and dialogue have earned her Everyday Democracy’s Civic Change Champion Award.



Please see Page 64 for the Crime Prevention & Intervention Detailed Action Plan.

Figure 9: Crime Prevention & Intervention Community Conversation Ideas and Objectives

# Crime Prevention & Intervention

This figure represents the ideas that were discussed by community members during the Community Conversations (on the left). The Crime Prevention & Intervention workgroup grouped together these ideas to create three objectives (on the right). Listed on the bottom are ideas from the Community Conversation that should be incorporated into future objectives.

## Community Conversation Ideas:

## Objectives:

- More social activities: cultural, fashion show, art show, concerts, music, water sports
- New technology - shot spotter
- Community involvement and ownership - connection, relationships, community meetings
- Police need to be involved
- Increase resources and improve outreach with kids
- More youth 15 - need to be involved
- People feel they have no voice or platform - stronger youth platform
- Community talks with youth

**Strengthen prevention efforts to deter entry into the criminal justice system**

- Intentional communication and opportunities to interact
- Social awareness - communication of services
- Response Team - space for youth to process what happened
- Spread the word - communicate - be advocates
- Provide alternative options, such as colleges or trades

**Increase outreach and communication around intervention after entry into the criminal justice system**

- Location of resources (i.e. PAL Center scares some away)
- Integrate all pillars in this effort

**Align all services to create opportunities to prevent crime**

## Future Ideas to Consider:

- Equal enforcement
- "Feet to faith" - community benefit
- Culture of inclusion and engagement - neighborhood watch involvement, citizen led, citizen observer program, explorer, neighborhood homeowner

## Pillar #2: Reentry & The Justice System

### To reduce the overrepresentation of young African American males in the criminal justice system

In 2017, 146 individuals returned to the target communities (zip codes 33401 and 33407) from the Department of Corrections. Of those individuals returning to the community, 76% were African American, 87% are male and 20% are under the age of 27 years old. Of those returning back to the community from the Department of Juvenile Justice, the average age was 18 years old and the majority are African American males.

Echoing many of the problems found nationally with reentry, prisoners released to West Palm Beach face numerous challenges that ultimately aid in their return to criminal activity, re-arrest and re-incarceration. These challenges include unemployment, lack of housing, substance abuse, mental health problems and strained family relationships. The greater number of barriers a person is faced with the less likely they are to succeed in transitioning back to the community. To further compound these challenges institutional programs aimed at assisting inmates in dealing with these issues have been sharply reduced in recent years due to budget reductions.

Although there are many efforts focused on reentry in Palm Beach County, due to the size of the county certain areas, such as West Palm Beach, have been underserved. West Palm Beach is lacking coordinated and comprehensive reentry services for inmates returning to the community, including pre-release communication with inmates, transportation home and linkages between pre and post release services. More resources and opportunities need to be brought to West Palm Beach and the three target neighborhoods so community members can lead a sustainable, successful and independent life after prison. This will be done in the following ways:

#### **OBJECTIVE 1: DETERMINE WHY YOUNG AFRICAN AMERICAN MALES ARE REARRESTED IN THESE NEIGHBORHOODS** to create more responsive programming based in knowledge and understanding.

Ongoing and Enhanced Activities:

- **Both quantitative and qualitative data analysis of recidivism** is needed for the three target neighborhoods. Specific data points must include: types of arrests, recommitments, rates of re-arrests, returns to prison, demographic information, including education, housing, health, and employment. This data should include the past several years to allow for comparison over time. Additionally, focus groups and community conversations must be done with individuals who recommit crimes to better understand barriers and what can be done to best support them.

**OBJECTIVE 2: CREATE A NEW TEAM OF REENTRY PROFESSIONALS TO FOCUS ON THESE NEIGHBORHOODS** that has adopted cultural competency practices. Cultural competency is defined as a set of “behaviors, attitudes and policies that come together in a system, agency or among professionals and enable that system, agency or those professions work effectively in cross-cultural situations”. Understanding and being sensitive of other cultures matters when delivering services and can increase client engagement in reentry agencies.

Ongoing and Enhanced Activities:

- **Inner City Innovators’ Beyond the Wall** program is a violence prevention program designed to help incarcerated youth overcome problems they may face once they return to their communities, such as gangs, crime and drugs.
- **Reentry Simulation**, led by the Mayor’s Office and Palm Beach County Reentry Task Force, allows the attendee to experience some of the real life issues encountered by citizens returning from incarceration. Each attendee is faced with common hurdles to reentry, such as, trying to reenter the workforce, complying with supervision obligations and finding affordable housing. This United States Department of Justice program simulates the experience of 4 weeks in the life of a returning citizen in approximately 3 hours.

- **Regional and State Transitional Offender Reentry (RESTORE)** is a comprehensive model for inmate reentry into Palm Beach County. Created by Palm Beach County and the Florida Department of Corrections in 2011, this initiative seeks to reduce recidivism by 50% over a 5-year period. The initiative is designed to identify needs, provide targeted evidence-based programs and coordinate pre and post release services that will assist inmates transitioning from prison to the community. RESTORE partners provide structured reception processes at the local jail and prisons that include assessment tools for analyzing the risk and need of each inmate. In 2015, over a year, all RESTORE staff was trained in motivational interviewing.

Future Activities:

- **Train case managers and therapists in cultural competency**, and/or hire staff with cultural competency experience. Specifically focus on the principles of cultural competence, such as valuing client’s cultural beliefs, facilitating learning between providers and communities, involving the community in defining and addressing service needs. It is important for reentry agencies and other community partners, to provide services in a culturally competent manner to ensure clients feel understood and comfortable transitioning back to the community.
- **Recruit and hire peer mentors to provide services** to formerly incarcerated community members. Hiring peer mentors, especially those who have experienced incarceration, or other similar life experiences, will assist in overcoming the barrier of misunderstanding from providers. This would establish “credibility” with clients to build trust, help build self-esteem, and give hope to clients. Peer mentors must also be trained in cultural competency.
- **Recruit culturally competent faith based representatives** to expand the support network and services for young African American males returning to communities from juvenile residential facilities after prison. Additionally, these faith-based representatives can assist the families in the transition. The Faith Community Network can help identify culturally competent faith-based leaders, and advocate for cultural competency trainings.

**OBJECTIVE 3: TO PROVIDE TRANSITIONAL JOBS FOR YOUNG AFRICAN AMERICAN MALES RETURNING FROM INCARCERATION** to overcome employment barriers. Employment barriers such as little or no work experience, lack of basic skills, lack of a high school degree, having a criminal record, disability, homelessness, lack of transportation or lack of workplace and social skills make getting and keeping a job difficult for this population. The greater number of employment barriers a person is faced with the less likely they are to get a job and transition successfully to the community.

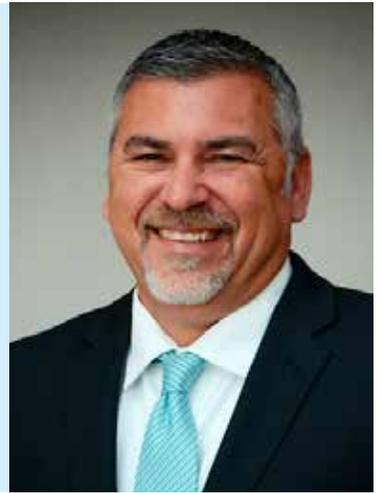
Future Activities

- **Create employer network** of sensitive and understanding employers to increase the number of available jobs for those returning from incarceration. This network can be supplemented by implementing a “matchmaking” effort to available jobs and clients.
- **Create apprenticeship opportunities** so that young African American males returning from incarceration can become an apprentice with a variety of local employers. This will allow community members to learn a trade, and develop relationships with local employers, in order to obtain employment and a sustainable income. Sustainable employment is important to keeping former offenders from heading back to prison.
- **“Transitional Jobs” Program**, which would combine paid work, job skills training, and intensive mentoring and support services to help individuals facing barriers to employment succeed in the unsubsidized labor market. This experiential learning opportunity allows individuals to practice skills while build a work history with job references. Each partner agency could implement a “Transitional Jobs” program where clients learn on the job four days per week and participate in life skills classes one day per week. This program may serve as a national model for jurisdictions interested in cutting-edge, research-based approaches to improving public safety by reducing unemployment among people with criminal records.

Figure 10: Reentry & The Justice System Highlights

“ We are excited to provide targeted offender reentry services to these specific neighborhoods in order to break the cycle of recidivism. We have had some success in Palm Beach County as a whole as relates to reducing recidivism. We now can focus on making an impact one block at a time. The West Palm Beach Mayor’s Village Initiative has the potential to provide a model for the rest of the country. ”

Craig Spatara  
*Palm Beach County Public Safety Department*



Please see Page 69 for the Reentry & The Justice System Detailed Action Plan.



Figure 11: Reentry & The Justice System Community Conversation Ideas and Objectives

# Reentry & The Justice System

This figure represents the ideas that were discussed by community members during the Community Conversations (on the left). The Reentry & The Justice System workgroup grouped together these ideas to create three objectives (on the right). Listed on the bottom are ideas from the Community Conversation that should be incorporated into future objectives.

## Community Conversation Ideas:

## Objectives:

<ul style="list-style-type: none"> <li>• What is reentry? Housing, employment, mental health services, life skills, coping education</li> <li>• Education and awareness of the system</li> <li>• Community environment</li> <li>• Meetings specific to youth</li> </ul>	<p><b>Determine why young African American males are rearrested in these neighborhoods</b></p>
<ul style="list-style-type: none"> <li>• Rebuilding trust</li> <li>• Ex-offenders as mentors, big brothers, father figures</li> <li>• Therapy, mental health treatment</li> <li>• Case management</li> <li>• Prior to release (6 months) assessment / mentorship</li> <li>• Churches and faith-based involvement - should coordinate services</li> </ul>	<p><b>Create a new team of reentry professionals to focus on these neighborhoods</b></p>
<ul style="list-style-type: none"> <li>• Diversion</li> <li>• Pre-release job training and placement with follow up and tracking system with a real time database (focus on skills)</li> <li>• On the job training</li> <li>• \$\$\$ for transitional jobs</li> <li>• Business engagement</li> <li>• Reentry incentive for jobs and employers</li> <li>• Match interests, assess skills, determine skill set, mentoring, soft skills</li> </ul>	<p><b>Provide transitional jobs for young African American males returning from incarceration</b></p>

## Future Ideas to Consider:

<ul style="list-style-type: none"> <li>• Forgiveness/love</li> <li>• Safety net / transitional period</li> <li>• Discover / encourage passion</li> <li>• Community education</li> <li>• Restoration of rights, voting rights</li> <li>• Inspiring leadership to change</li> <li>• New environment</li> <li>• Agencies should coordinate services</li> </ul>	<ul style="list-style-type: none"> <li>• Pre-release contact</li> <li>• Create real time database 6 month prior to release</li> <li>• Parental engagement</li> <li>• Change prison system - corrective not punitive</li> <li>• Family reconnection</li> <li>• Continuation of academics</li> <li>• New experiences</li> </ul>	<ul style="list-style-type: none"> <li>• Transitional facilities</li> <li>• New exposures</li> <li>• Market program</li> <li>• Family support / intervention around mental health and overall wellbeing. Positive reinforcement - "we have your back"</li> </ul>
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## Pillar #3: Employment & Training

### To assist young African American males in obtaining training, employment and a sustainable income.

There are over 40,000 businesses serving hundreds of industries in Palm Beach County. The primary industries are healthcare, hospitality, marine, aviation, aerospace, engineering, life sciences, information technology, and manufacturing. In West Palm Beach there are over 17,600 companies with over 450 jobs created in 2017 alone. However, there exists a gap between these available jobs and the training of young African American males. These jobs may be made harder to access due to unreliable transportation. Of those age 16+ who live in the target neighborhoods and travel to work, 14% use public transportation, such as buses or trolleys and 7% walk. Another barrier is the high rates of arrests and incarceration among young African American males. A criminal record history makes it difficult to find employment.

The focus must be on securing jobs and sustainable incomes for young African American males in the target neighborhoods. Increased employment could lead to safer, affordable housing, strengthened family units and reduce crime contributing to safer communities. There are already strong programs and policies in place in the city to improve access to employment opportunities. Increased training opportunities, employment opportunities and business engagements could reduce unemployment rates. This can be done in the following ways:

**OBJECTIVE 1: PROMOTE AND DEVELOP TRAINING PROGRAMS** to prepare young African American males for employment and a career.

Ongoing and Enhanced Activities:

- **CareerSource Palm Beach County Youth Services' Career Prep** helps young adults gain valuable skills and certification needed to begin their careers. The structured 5-week work readiness program is open to youth age 17 to 24 currently not enrolled and/or not working part or full time. During Career Prep, each individual will: earn valuable credentials; explore interests/careers; develop leadership skills; receive money management training; participate in field trips and community service activities; and engage in mock interviews and resume building. In the final phase of the program, participants move to one-on-one coaching to prepare for enrolling in higher education or seeking employment in a chosen area of interest.
- **City of West Palm Beach Internship Program** provides young men involved in Urban League's programs, specifically the Clean Team and Urban Youth Empowerment WORKS (UYEP WORKS), the opportunity to work with the West Palm Beach Department of Public Works for six months. If there are job openings at the end of the internship participants are encouraged to apply for full time positions. If not, the internship still provides great experience to add to a resume. The City of West Palm Beach is currently exploring similar pathways in other departments, especially Utilities and General Services.
- **Palm Beach County Workforce Development Program** is for individuals who are interested in working in a trade. The Penny Sales Tax, a 10-year reinvestment plan is expected to generate \$2.7 billion to fund infrastructure repairs, restorations and replacements and maintain current levels of services provided by the school district, municipalities, and the county. Developed and led by CareerSource Palm Beach County, this will allow county employees to include on the job training and create future employment for these projects.
- **Square One Initiative: Reconnecting Disconnected Young Adults** at the Mandel Public Library helps young adults ages 15 to 29 with employment resources. Library staff can assist with resumes, cover letters, interview skills, job searching, and computer skills, such as Microsoft Office and Adobe Photoshop.

## Future Activities:

- **Develop a communication strategy**, led by Mosaic Group, to educate community members on job training opportunities available within the community, or throughout Palm Beach County. Additionally, once new training and skills development programs are created there must be communication of these training programs to ensure enrollment.
- **Implement a stackable credentialing program** into curriculums at local schools, colleges, and vocational training programs. A credential is an official verification that an individual is properly trained, and equipped to carry out duties in a specific subject matter. Stackable credentials are a set of credentials obtained over time to build an individual's qualifications, in order to move along a career pathway, or move to a higher paying job. A successful stackable credential program would foster career pathways that align with high demand industries in the region. These credentials can prepare individuals to find and hold permanent, unsubsidized employment. Community partners, employers, educators, and local career agencies must work together to develop the credentialing program and ensure employment.

## **OBJECTIVE 2: SECURE EMPLOYMENT OPPORTUNITIES FOR YOUNG AFRICAN AMERICAN MALES** by reducing barriers for young African American males to access jobs and preparing them for future careers.

### Ongoing and Enhanced Activities:

- **"Ban the Box"** has been implemented for Palm Beach County and City of West Palm Beach government jobs. This policy removes the "box" on job applications in which an individual is required to check "yes" or "no" if they have ever been convicted of a felony. This allows job candidates to be considered on their qualifications before asking about their possible criminal background. To enhance this activity more local employers should adopt this policy.
- **Living Wage Ordinance** (City of West Palm Beach Sec. 66-252. - Living Wage), effective April 1, 2018, will pay covered employees a living wage of no less than \$14.00 per hour, which shall be increased to \$15.00 per hour on October 1, 2019. Contractors holding contracts over \$200,000 will be asked to submit payroll documents with their invoices. City of West Palm Beach Procurement Department monitors compliance with the Living Wage Ordinance.
- **Local Hiring Ordinance** (City of West Palm Beach Sec. 66-76. - Local Workforce), currently applies to City of West Palm Beach construction contracts for utility work or road and right-of-way work in excess of \$200,000. The mandatory local workforce must be 25% of the contract value. A local resident is defined as an individual who is domiciled within the City of West Palm Beach and resides at a physical address within the city limits. City of West Palm Beach Procurement Department monitors compliance with the Local Hiring Ordinance.
- **Summer Jobs Program** is an eight-week program for 16 to 18 year olds that live in the city of West Palm Beach and attend either Forest Hill or Palm Beach Lakes High School. The students work 16 hours a week with city departments or external sites and attend four-hour workshops every Friday. Moving forward we will require a certain percentage of the opportunities to be reserved for African American males in the targeted communities.
- **Urban League's Clean Team** is a group of 18 to 25 year old African American males living in the target neighborhoods that have been hired part-time to clean up specific neighborhoods in the city to keep neighborhoods clean. Participants work 20 hours a week, and if they are successful they transition to an internship with City of West Palm Beach Public Works.
- **Urban League's Urban Youth Empowerment Program WORKS (UYEP WORKS)** is a free program to help young African American males ages 18 to 24 who may not have completed high school or have a criminal record to increase their education, skills, and help them find a job. Participants receive comprehensive services delivered by dedicated instructors and coaches. Services include: stipends for participation in select activities; hands-on work experience; access to employers; GED instruction; study materials and test vouchers; access to apprenticeships and training providers; college and financial aid information; personalized financial planning services and counseling; and access to legal advisors, mentors, case managers and tutors. After this variety of job readiness and training, Urban League staff reach out to local employers to help participants find employment.

#### Future Activities:

- **Bonding**, through a Federal Fidelity Bond, is a business insurance policy that insures the employer for theft, forgery, larceny or embezzlement by the bonded employee. Participation in the Federal Bonding Program would allow employers to hire unconventional candidates with limited liability to their business. These candidates may be ex-offenders, individuals in recovery, those with poor financial credit, economically disadvantaged youth and adults who lack work history. All employers in Florida are eligible for bonding services. Bonds cover six months of employment (part-time or full-time) at no cost to the job applicant or employer. Bonds are in units of \$5,000 and one unit of bond insurance coverage is usually sufficient to cover most job applicants. If workers demonstrate good skills employers can purchase continued bond coverage after the bond coverage expires.
- **Create a “matchmaking” program** for young African American males to be matched with internships, apprenticeships, employment, and/or careers based on their interests and skills. Matchmakers would work with community members to provide skills assessments, career guidance, job hunting assistance, and general mentoring. Additionally, matchmakers would serve as a local resource that understand the community, their skills and knowledge and can help businesses find qualified workers. For example, a matchmaker would know of the local apprenticeship programs that do not require a GED or high school equivalency diploma while still matching with the individuals’ interests.
- **Expungement** is a criminal record that has been removed from record systems or files and destroyed. Florida law, Section 943.053, Florida Statutes makes public adult criminal history records, including arrests, charges and case dispositions. Until the record is expunged, anyone can access these records, which can significantly limit employment opportunities. One cannot expunge a Florida record if they have been convicted of a crime, however, there are a variety of types of expungement processes authorized by the statute. The expungement process takes time and funding therefore programs must be developed to assist in a variety of ways.

**OBJECTIVE 3: ENGAGE BUSINESSES TO EMPLOY MORE YOUNG AFRICAN AMERICAN MALES** through recruitment and hiring initiatives that explicitly include young African American males. Local government, business leaders, committed local organizations, and a variety of funders will work together to support this initiative.

#### Ongoing and Enhanced Activities:

- **Monthly Workforce Development Program**, led by the Mayor’s Office, brings together educational institutions, community groups, the private sector, and city government to connect residents to employment. Workforce Development members meet the third Friday of each month to provide updates, align resources and develop strategies to assist residents, especially young African American males, in overcoming barriers to obtaining employment. Since many of the local jobs require training, one of the main focuses is to make training available to residents knowing that at the end of their training a job is waiting.
- **Young Adult Job and Resource Fair** hosted annually by the Mayor’s Office to connect the young adult community, specifically ages 17 to 25, with employers in West Palm Beach and Palm Beach County. The City of West Palm Beach also offers resources for internships, apprenticeships and future career paths. The fair draws hundreds of young adults seeking employment opportunities. The goal is to encourage more young African American men to attend the fair in the future.

#### Future Activities:

- **Building relationships with local business professionals** to engage into the Mayor’s Village Initiative. Specific attention should be paid to business professionals with experience and skill sets in finance, marketing, business plan creation, sales, business operations, and entrepreneurship. Additionally, business professionals should be engaged from high demand local industries, such as healthcare, hospitality, marine, aviation, etc. Once businesses are identified, an easily accessible list of businesses should be created where young African American males can apply for training, apprenticeship, and part-time or full-time employment. Strengthening these local business relationships will help to create more employment opportunities.

- **Research funding for businesses through government model and private models.** Government funding to explore may include grants authorized from the Department of Labor Employment and Training Administration. Additionally, more research needs to be done to find funding through a private model, including local, state and national resources. Once opportunities for this type of funding have been identified, the Mayor's Village Initiative and Employment and Training Workgroup must apply for funding. These funds could support a variety of employment opportunities with local employers, such as paid on the job training, apprenticeships, internships, as well as subsidized employment opportunities.
- **Entrepreneurship programs** to foster entrepreneurship, confidence and educate young African American males on starting their own business. Special attention should be on identifying and dismantling local economic and social barriers to young African American males starting their own businesses. Additional jobs could be created through the creation, growth and sustainability of new locally owned businesses. Partnerships can be established with colleges and universities with entrepreneurship programs or classes, such as Palm Beach State College and Florida State University's Jim Moran School.
- **Awareness of students**, and their transition into employment and training. Local businesses and employers should establish stronger connections with local middle schools, high schools, universities, and colleges to recruit talented young African American males for their jobs.
- **Work Opportunity Tax Credit (WOTC)** is a Federal tax credit available to employers for hiring individuals from groups who have consistently faced significant barriers to employment. Some of the target groups include: ex-felons, designated community residents, vocational rehabilitation referral, and summer youth employment. The maximum tax credit ranges from \$1,200 to \$9,600 depending on the employee hired. The Mayor's Village Initiative will work with local agencies, such as CareerSource, to increase participation from local employers to hire young African American males.



Please see Page 72 for the Employment & Training Detailed Action Plan.



Figure 12: Employment & Training Community Conversation Ideas and Objectives

# Employment & Training

This figure represents the ideas that were discussed by community members during the Community Conversations (on the left). The Employment & Training workgroup grouped together these ideas to create three objectives (on the right). Listed on the bottom are ideas from the Community Conversation that should be incorporated into future objectives

## Community Conversation Ideas:

## Objectives:

- Resume and interview skills - abilities during interviews, mock job interviews
- Job shadowing, on the job training
- Prepare youth to communicate - effective communication skills - youth communicating their value to employers
- Customer services, soft skills training
- Interest assessment, skills assessments
- Focus on vocational certifications, training - early access to trainings
- Technical and nontechnical trades - apprenticeship programs
- Training geared toward today's youth. Technology pilot at WPB
- Technology training and computer skills (ms office)
- Employability skills - attire, communication, tattoos, time management

**To promote and develop training programs**

- Jobs and how to obtain a job (help to find jobs)
- Diversity of careers - vocational and unpopular jobs
- Building connections - connectivity to jobs
- Career mentoring, matching
- Exposure
- "ban the box" -business employers
- More awareness of rights restoration and business owners' acceptance

**Secure employment opportunities for young African American males**

- Business engagement at schools to create a pipeline for employment
- Paid internships, career days, job shadowing - strategic, direct, businesses, schools (middle schools)
- High school graduates with career pathways - jobs at age 16 - help from mentors
- Cultivate business ownership - sustainability - entrepreneurship (Self employment) and environmental

**Engage businesses to employ or train young African American males**

## Future Ideas to Consider:

- Going to school (Attend and graduate school)
- Training for confidence, leadership, and motivation
- Double down on fundamentals (reading and writing) •Transportation issues - need to be addressed

- Identify youth's passion - help kids realize their identity. God given purpose, self worth early.
- Youth's representation of themselves - self awareness
- Social media awareness / branding

- Help youth see the future is now - being honest about what you really need now (keep it real)
- Bridge gap - youth desire to work / parent says no - help parent understand value - outcome financial literacy

## Pillar #4: Education

### To improve educational achievement for young African American males.

Significant educational disparities exist among West Palm Beach residents. Educational attainment and related employment opportunities for African Americans are not as high as other students. To begin, in Palm Beach County African American males experience the highest rate of suspension across elementary school, middle school and high school. Additionally, the target neighborhoods' graduation rates rank in the bottom twenty in Palm Beach County at 82%.

African American adults have lower levels of education with 50% attaining a high school education or less compared to only 25% of non-hispanic white adults. Additionally, there is low enrollment in school after grade 12. In the Historic Northwest 30% of the population is enrolled in school after grade 12, 14% in Coleman Park and 31% in Pleasant City. This is a major concern as the likelihood of experiencing poverty increases without education, especially postsecondary education. In the target neighborhoods, the poverty rate for adults 25 and older with less than a high school degree is about 34%, compared to those with a high school degree (or equivalency) at about 24% and those with a bachelor's degree or higher at about a 8%.

Educational attainment and achievement has a significant impact on financial stability later in life. Improvements to education for young African American males within the three target neighborhoods need to focus on creating culturally sensitive learning environments and more access to educational opportunities for all students in elementary, middle and high school. This can be one in the following ways:

**OBJECTIVE 1: EMBED CULTURAL COMPETENCY WITHIN THE INSTRUCTIONAL PRACTICES IN AND OUT OF THE CLASSROOM** to create more culturally competent educators and more positive classroom climates. This will increase student engagement and contribute to educational achievement.

Ongoing and Enhanced Activities:

- **Professional development for teachers and staff on cultural competency** in local elementary schools, middle schools and high schools to more effectively embed cultural competency within schools. Led by the School District of Palm Beach County, cultural competency awareness and education will allow teachers and staff to better understand the lived experience of their students and how it affects classroom performance.

Future Activities:

- **Implement "Communities of Practice"** for teachers and staff to feel supported while developing and enhancing their cultural competency skills. A "Community of Practice" is a process of social learning that occurs when people who have a common interest in a subject or area collaborate over an extended period of time, share ideas and strategies, determine solutions and build innovations.



Please see Page 77 for the Education Detailed Action Plan.

## **OBJECTIVE 2: IDENTIFY, INCREASE OR CREATE AFTER-SCHOOL OPPORTUNITIES FOR HIGH SCHOOL STUDENTS**

to engage more young African American males in their education and community. There are many after school programs for elementary and early middle school grades (6<sup>th</sup> and 7<sup>th</sup>), however, there are not as many opportunities that intentionally engage high school and/or post high school aged youth and young adults. Additionally, these afterschool programs help provide supervision during critical times of the day, such as from 3:00 to 6:00 p.m. when youth crime and violence peak.

Ongoing and Enhanced Activities:

- **Continue to partner and support after school activities for elementary and early middle school students** from various youth development programs in the North End of West Palm Beach. Some agencies to partner with may include: U.B. Kinsey/Palmview Elementary, Salvation Army Northwest Community Center, Westward Elementary, Boys & Girls Club of Palm Beach County, Urban Youth Impact, West Palm Beach Athletic League, Urban League of Palm Beach County, Inner City Innovators, Youth Empowerment Centers and City of West Palm Beach Parks & Recreation centers (Gaines Park and Coleman Park). The Mayor's Office and other local organizations will encourage and assist more participation from African American boys from the three target communities.
- **Center for Arts and Technology (CAT)** will be developed in the Historic Northwest neighborhood, which will now be one of ten functioning National Centers for Arts and Technology (NCAT). CAT focuses on afterschool high-tech arts programming for teenagers (until 6pm) and adult workforce development for under and unemployed adults during the day. Once the center is built and programs are implemented teenage students will have a focused and integrated high tech arts program aligned with STEAM/STEM opportunities. Educational and job training opportunities at the center would feed into existing local industries. West Palm Beach Community Redevelopment Agency has engaged with NCAT on moving from feasibility to planning. A Board of Directors is currently being formed to guide sustainable fundraising, curriculum development and facility design and construction.



**OBJECTIVE 3: INCREASE ACCESS TO POST SECONDARY OPPORTUNITIES** to include high school equivalency, technology, vocational training and college. There is a desire for increased access and success in postsecondary training to provide brighter and more sustainable futures for young African American males.

Ongoing and Enhanced Activities:

- **Provide GED opportunities** for young African American men in the target neighborhoods. The Vickers House and the Urban League of Palm Beach County are leading the effort in providing GED opportunities to the community.
- **Square One Initiative: Reconnecting Disconnected Young Adults** at the Mandel Public Library helps young adults ages 15 to 29 with educational resources. Young adults can earn an accredited high school diploma through Career Online High School or use the Learning Express Library to prepare for occupational, GED, college placement and military exams.

Future Activities:

- **Establish current data points** by using Achieve Palm Beach County and School District of Palm Beach County data (including Adult Education) to identify the percentage of young African American males in the three target neighborhood that do not have a high school equivalency credential and/or post secondary credential.
- **Asset mapping for local postsecondary opportunities** focusing on high school equivalency, adult education, technology training, and vocational training in the three target neighborhoods. It will be important to start with larger organizations, such as the School District of Palm Beach County and Palm Beach State College, and expand to smaller, local organizations. Once created, leverage existing knowledge to note what programs may already exist within Mayor’s Village initiative, and which ones to engage in the future.
- **Identify gaps in services** and determine what area(s) need the most prioritization through facilitated neighborhood workshops blended with census data and qualitative research. After identifying if there needs to be a focus on high school equivalency, technology or vocational needs, identify existing partners in Palm Beach County that could be instrumental in next step development. If all three areas remain as areas of need, adjust strategy to include all three. After identification of priority area(s) begin conversation with not yet engaged Palm Beach County providers to explore opportunities for participation in Mayor’s Village Initiative.
- **Capacity building** opportunities for local organizations currently serving the three target neighborhoods. Engage with organizations within the Mayor’s Village Initiative and new organizations to discuss capacity building desires and needs.

**Figure 13: Schools in the North End of West Palm Beach**

**The north end of West Palm Beach is home to several elementary, middle and high schools.**

**Elementary Schools:**

U.B. Kinsey/Palmview Elementary, Roosevelt Elementary and Pleasant City Elementary

**Middle Schools:**

Roosevelt Middle  
Connipion Middle

**High Schools:**

Palm Beach lakes Community High  
Forest Hill Community High



Figure 14: Education Community Conversation Ideas and Objectives

# Education

This figure represents the ideas that were discussed by community members during the Community Conversations (on the left). The Health workgroup grouped together these ideas to create three objectives (on the right). Listed on the bottom are ideas from the Community Conversation that should be incorporated into future objectives.

## Community Conversation Ideas:

## Objectives:

- More African American teachers • Class disruptions
- Teaching African American history, access OUR history
- Pseudo social worker • Access to Racial Equity institute training
- Teacher resources, certified teachers
- Person (1 or more) on each campus focused on social and emotional health - race based
- Teacher engagement - passionate teachers, teachers need to be relatable, cultural diversity, engaging curriculum

**To embed cultural competency within instructional practices in and out of the classroom**

- Increase Prime Time PBC trainings in community
- After school programs for high school students • Technology use
- After school programs: arts, culture, tech classes
- Fun activities - inside / outside of classroom - professional development
- More internships for local high school students - PAID!

**TO identify or create afterschool opportunities for high school students**

- Awards and incentives to engage youth in trade
- Vocational training
- Resume support
- Adult education classes - diploma / GED

**To increase access to post-secondary opportunities**

## Future Ideas to Consider:

- |   |  |   |
|---|--|---|
| <ul style="list-style-type: none"> <li>• Teaching self worth</li> <li>• Education facilities</li> <li>• Black Student Union</li> <li>• Class disruptions</li> <li>• Public speaking training</li> <li>• Psychosocial concerns: chronic trauma</li> <li>• Violent response to student behavior</li> <li>• Prevention work - emotional/mental/ eating habits</li> <li>• Early childhood education / Head Start</li> <li>• Activities - take advantage of lunch, share information on elections</li> </ul> | <ul style="list-style-type: none"> <li>• Financial literacy</li> <li>• Teacher pay</li> <li>• Education messaging: why education is important, stop talking at them, areas of interest</li> <li>• Social skills</li> <li>• Mental health - culture of labeling - "pray about it" / stigma against counseling</li> <li>• Rational self-analysis - stuffing emotions in and not verbalizing them</li> <li>• Re-evaluate allocation of Title 1 resources</li> </ul> | <ul style="list-style-type: none"> <li>• "Check in" for all students / quiet students too - moral inventory - "why are you angry"?</li> <li>• Campaign to change community norms around education - target kids and families - radio, tv, churches, post pictures doing homework, etc.</li> <li>• More parent engagement - multigenerational</li> <li>• Access to educational websites</li> <li>• Root causes for suspensions</li> <li>• Personal hygiene health - young men / youth</li> </ul> |
|---|--|---|

## Pillar #5: Health

The African American population in Florida, and throughout the country, experience higher rates of illness and death from health conditions, as well as higher rates of economic and social disadvantages. This holds true for the African American community living in the North End of West Palm Beach. Of individuals 18 years and older living in the three target neighborhoods, 18% reported poor mental health and 18% reported poor physical health. Mental health and physical health are closely linked; mental health affects people's ability to adapt to change, cope with challenges, and maintain good physical health.

There are an estimated 201 to 500 primary care physicians within a 10-mile radius of the three target neighborhoods including Florida Department of Health clinics and two hospitals. However, there exist many barriers to accessing care in this community. About 24% of those 18 years or older living in the community reported no health insurance and 25% of households in these neighborhoods do not have a vehicle. Additionally, a variety of other Social Determinants of Health, or the conditions in the places where people live, learn, play, and age, impact health outcomes and serve as barriers. These social, economic, and environmental conditions may explain why some communities are not as healthy as they could be.

Organizations, leaders and healthcare professionals must be intentional in forging relationships with African American boys and young men. Understanding African American boys and young men's needs and concerns around health may encourage more use of local services. However, access to appropriate quality mental and physical health services must be improved to decrease negative health outcomes. This will be done in the following ways:

**OBJECTIVE 1: LOCATE CURRENT RESOURCES AND GATHER AN INVENTORY OF SERVICES PROVIDED IN THE COMMUNITY** to enable young African American males and their families to easily access a variety of mental and physical health services and care. Increasing knowledge of local resources would help young African American males and their families find a "medical home," or a place where individuals are comfortable accessing medical services and community resources on a regular basis.

Ongoing and Enhanced Activities:

- **Identify and engage more grassroots and faith-based organizations** within each of the three target neighborhoods. Mayor's Village Initiative staff and health workgroup members would identify all local organizations. Once all are identified, support will be provided so that these organizations can continue and/or expand their services. Support may include: financial, social media workshops, grant writing workshops, event planning, etc. This would expand the support network for young African American males in their neighborhoods.
- **FAU-Northwest Community Clinic** is a joint project among FAU School of Nursing, the Northwest Community Consortium Inc. (NCCI) and U.B. Kinsey Educational and Community Center. On site there will be primary care services, pediatric care, mental health services and community education for the community to access. The community clinic will work to be responsive of the health needs of the local community.
- **Partner with the West Palm Beach Housing Authority (WPBHA) to provide a variety of resources** on site to improve access to quality mental and physical health services in the community. Some WPBHA properties include: Pine Ridge Holistic Living Center, Silver Palm Place Apartments, and Twin Lakes. WPBHA staff focus on providing programs and support for people to live holistically in their neighborhood.

Future Activities:

- **Create a centralized database of local programs, resources and providers** within or near the three target neighborhoods. The Mayor's Village Initiative health workgroup members, must request information about local services provided to the community. Providers and resources should include both traditional (clinics, hospitals, etc.) and nontraditional health (youth centers, libraries, employment centers, etc.) resources. Additionally, it will be important to include topics that the community identified during the Community Conversations. These topics include: parenting (day care, early childhood development), sexual health (pregnancy, contraception, HIV, sexuality,

sexual education), nutrition (healthy food), physical fitness, healthy sleep schedule, substance abuse prevention (tobacco/ alcohol abuse), mental health, sickle cell treatment and management, and sleeping habits. This database will be located on the Mayor's Village Initiative website, with accompanying print versions, for community members to easily find services.

- **Establish a system for navigation to providers** and care coordination to ensure young African American males and their families find a "medical home". Identify and collaborate with a variety of local healthcare providers and health navigation programs to establish a referral system. Preventative care, and different diagnosis will have different referral systems so it will be critical to coordinate.
- **Enroll individuals in health insurance** to ensure coverage for preventative care and medical treatment. First, agencies must be identified that can assist with enrolling community members in health insurance, especially insurance for coverage for mental and behavioral health. Enrollment must include enrolling young African American males and their families into affordable and appropriate health insurance coverage.
- **Increased sexual health education** for young African American males in the three target communities. During the Community Conversations, community members identified the need for comprehensive sexual education, including contraception, pregnancy, HIV, sexuality, and overall sexual health. Therefore, it will be critical to identify, partner, and collaborate with local sexual health organizations to provide educational opportunities and programs to community members. Education should occur at schools, after-school activities, community centers, and a variety of other community based organizations.

**OBJECTIVE 2: REDEFINE HEALTH IN THE AFRICAN AMERICAN COMMUNITY BASED ON RESIDENT INPUT** to ensure that current and future health programs and campaigns are relevant to young African American males. This will include both traditional and nontraditional health related to the Social Determinants of Health.

Ongoing and Enhanced Activities:

- **Obtain community input to redefine or expand their definition of health** in their own terms. Intentional engagement will take time and must be inclusive of residents, stakeholders and funders throughout the process. As the Mayor's Village Initiative continually engages the community, especially young African American males, there should be monitoring of the community's health and feedback to gain new insights and innovative solutions to health problems. Ultimately, the goal is for young African American males to be proactive in engaging city leaders and local organizations on their needs and ideas to improve health.

Future Activities:

- **Establish a "Mental Health Checkup" to coincide with "Get Your Green On" and Mental Health Awareness month**, which will occur in May 2019. At follow up events, this check in will ask the community "how are you doing". The goal is to make "mental health checkups" are as normal as a yearly physical checkup, which may help to normalize mental health and reduce stigma.
- **Implement regular mindfulness activities** within each of the three target neighborhoods in partnership with local organizations, especially those that directly support young African American males and their families. Resources must be provided to support implementation of a variety of mindfulness activities that work for each organization.
- **Hire two mobile Community Health Ambassadors**, preferably black males, to be assigned to the three target neighborhoods. Community Health Ambassadors would engage young African American males on their health and wellbeing and help navigate local health information, resources and providers. Community Health Ambassadors would meet young African American males at local spots, such as porches, "under the shade tree," churches, schools and community events, to build relationships.

- **Trauma Informed Care** program should be targeted toward African American young men in these target neighborhoods. Currently, there is trauma informed care training with parents and children in daycare and elementary school. New programs should focus on middle and high school students to ensure that local services are responsive to the trauma these youth have experienced from constant exposure to violence, poverty, etc. A partnership should be established with the Center for Child Counseling to implement ACEs training for individuals working with African American young men in the target neighborhoods.

**OBJECTIVE 3: COMMUNICATING HEALTHIER BEHAVIORS TO INCLUDE A CULTURAL COMPETENCY LENS** to ensure the information received by young African American males is relevant and realistic. Working with community members, and local institutions, such as schools, community centers and clinics, there needs to be continuous development of new and effective ways to disseminate important public health messages that are relevant to young African American males.

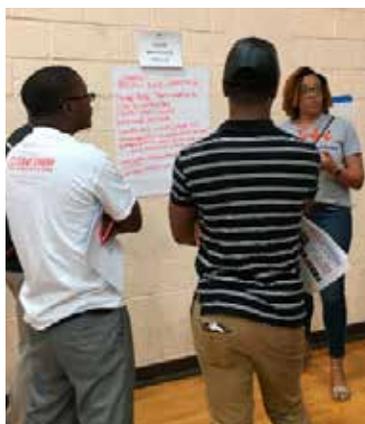
Ongoing and Enhanced Activities:

- **Racial Equity Institute trainings** have been offered to City of West Palm Beach staff. There may be opportunity to expand Racial Equity trainings to other Mayor’s Village Initiative participants, such as schools, faith based organizations and medical professionals.

Future Activities:

- **Schedule Youth Racial Equity Institute Trainings** for youth from the three target neighborhoods. This will give youth the opportunity to learn about the historical factors of racism and to practice reframing problems and determining solutions with a racial equity lens.
- **Assist young African American males in developing video content** to communicate healthier behaviors to their peers. This video campaign would be youth focused, culturally relevant, and encompassing of the Social Determinants of Health. Some ideas may include a “healthy exercise of the week”, or “healthy food of the month”. Participating youth would be provided with a stipend and materials to develop the video. This video campaign would be shared widely through various social media channels.

**Figure 15: Health Pillar Highlight**



“ As featured in Healthier Neighbor’s Impact Report... ‘Healthier Neighbors (HN) has been invited to Co-champion the ‘Health-Behavioral & Physical’ pillar. A key part of the initiative is community involvement and input. Fortunately these are strategies HN is very familiar with.’ ”

**Jeanette Marshall**  
Project Director, Healthier Neighbors



Please see Page 79 for the Health Detailed Action Plan.

Figure 16: Health Community Conversation Ideas and Objectives

# Health

This figure represents the ideas that were discussed by community members during the Community Conversations (on the left). The Health workgroup grouped together these ideas to create three objectives (on the right). Listed on the bottom are ideas from the Community Conversation that should be incorporated into future objectives.

## Community Conversation Ideas:

## Objectives:

- Where to go? - access to services - provided in community - mobile services - remove transportation barrier
- Find medical home
- Focus on resources for sickle cell treatment and management, daycare, parenting, pregnancy, contraception, HIV, sexuality, healthy food, mental health, early childhood development, physical fitness, nutrition, substance abuse prevention, sex education, tobacco/alcohol abuse, healthy sleep schedule
- Engaging and utilizing faith based community to discuss physical health, behavioral health and reduce stigma
- Exposure to healthy options - marketing community programs
- Services that are culturally informed and culturally competent

**Locate current resources and gather an inventory of services provided in the community**

- Group think "this is what we do"
- Cost to thinking healthy - community doesn't recognize their power
- Stereotypes about what black people participate in - basketball/football
- Merchandise that promote violent activities - how to change that?
- Reduce stigma of mental health
- Plan events - youth led around education
- Deal with copability - skills
- Outreach to / in community - go to them

**Redefine health in the African American community based on resident input**

- Reinforce healthy habits
- Using our media to educate around health behaviors using local resources to creatively get the word out (open mind)
- Knowing how to communicate health information to specific cultures / communities
- Minority owned music & media - team up with local rappers
- Exposure to community achievers - role models

**Communicate healthier behaviors to include a cultural competency lens**

## Future Ideas to Consider:

- School awareness - no support after the bell rings. Teachers aware of student health conditions
- Passionate teachers. Hands on. More culturally informed counseling in schools
- Careers in healthcare, shadowing medical professionals
- Trauma informed care
- Green Market
- Bas roads/potholes
- Promote positive activities connected with communities
- Raising awareness of alternatives to coping
- Opportunities - volunteering

## Next Steps: Implementation

The first phase of the Mayor’s Village Initiative was to build out the scope of the work, engage important stakeholders and create an action plan with goals, objectives and activities. The Mayor’s Village Initiative staff, co-champions, workgroup members, and community members have maximized current assets, identified gaps, leveraged partnerships, aligned efforts and timed resources to activities. Now with the Mayor’s Village Initiative Action Plan, it is time to move toward implementation. As recommended by *The National Forum on Youth Violence*, city staff and workgroup members will now focus on:

- Putting strategies to work
- Identifying low cost and no cost activities
- Seeking new and ongoing support and funding
- Monitoring progress toward desired outcomes
- Addressing ongoing obstacles and barrier
- Modifying and redefining existing programs
- Marketing the plan

As implementation begins it remains critical that staff, workgroup members and community partners use the Mayor’s Village Initiative “Implementation Principles” to guide their activities. These four principles reflect four parallels that emerged from each pillar’s work plan. The four “Implementation Principles” are outlined below in Figure 17.

**Figure 17: Implementation Principles**

<p><b>Highlight Assets</b></p> <p>Each pillar highlights the importance of the programs and leaders in our community already working to improve the outcomes for young African American men and boys. Various community leaders and existing programs must be identified, continuously engaged, and offered support through the Mayor’s Village Initiative.</p>	<p><b>Align Services</b></p> <p>All agencies engaged in the Mayor’s Village Initiative hope to improve outcomes in some way for young African American men and boys. To maximize efficiency, agencies should reach across sectors to partner and integrate services. This will ensure partnerships that collaborate and complement each other, rather than compete, at the neighborhood, city, and county level.</p>
<p><b>Communication</b></p> <p>There must be a communication strategy and awareness campaign to educate the community about available local resources. Elevating already existing programs and creating interest for new programs will support local leaders, organizations, and programs as they continue to make a positive impact in the community.</p>	<p><b>Community Involvement</b></p> <p>It is critical for young people to have a central role in shaping the policies and programs that will impact them. This continuous input will build positive connections and ensure that the resources and proposed programs are what the community wants.</p>

## Next Steps: Sustainability

With the intensity and scope of this work, there will be challenges during implementation. Three significant challenges were identified by each workgroup. The Mayor's Village Initiative leadership will actively address these challenges and remain active in addressing new challenges, small or large, that arrive during the implementation process. The three main challenges include:

- 1. Sustainability** - Improving the outcomes for African American boys and young men should continuously to be a priority within the city. We need to institutionalize the Mayor's Village Initiative within the City of West Palm Beach to outlive the transitions of elected officials and staff.
- 2. Funding** - As with any organization, there will be concerns with securing appropriate funding to implement future programs. Many of the programs proposed in these plans will require funding beyond the City of West Palm Beach Mayor's Village Initiative budget. There may be challenges with accessing new sources of funding and there may be competition from partners who may not be collaborating. To overcome these challenges, staff will apply for diverse grants at the city, county, state, and national level, encourage philanthropic investments, and collaborate with partners on securing funding.
- 3. Commitment** - As with any initiative or program there will be issues with long term commitment. The issue of commitment is two-fold within the Mayor's Village Initiative. The young men and boys may drop out of the programs and services, or no longer want to be engaged in the process. Governmental organizations, nonprofits, or concerned community members may no longer be committed to the initiative and their role in the action plan. To combat this, dedicated staff will work to build relationships to maintain interest in the overall initiative and programs.



# Next Steps: Measuring our Progress

The mission of the Mayor’s Village Initiative is to prevent and reduce youth violence and to improve the outcomes for young African American males in the three target neighborhoods of the Historic Northwest, Coleman Park, and Pleasant City. We will know if the Mayor’s Village Initiative has made an impact when...

- Violent crimes have been reduced in the following ways: homicide rate affecting young African American men and boys and number of shootings committed by young African American men and boys will be cut in half by year 2025.
- Improved outcomes for young African American men living in Historic Northwest, Coleman Park, and Pleasant City through crime prevention, reentry, employment, education, and health. As detailed in each pillar’s Detailed Action Plan (Chart 5 - Chart 9)

Each of the five pillars’ has a “Detailed Action Plan” (Appendix Chart 4 - Chart 8), which city staff and workgroup members established measurable outcomes to achieve the pillar’s goal and contribute to the overall mission. Within the “Detailed Action Plan” graphs the following information is included:

**Figure 18: Detailed Action Plan Section Definitions**

	What does it mean?
<b>Goal</b>	Pillar overarching goal.
<b>Purpose</b>	Why is it important to accomplish this goal?
<b>Long Term Change</b>	What is the long-term impact we want to see in the community?
<b>Performance Measures</b>	What specific change do we want to see? And how will we collect that data?
<b>Knowledge &amp; Skills</b>	What knowledge and skills are necessary to achieve goal, objective and activities?
<b>Stakeholders</b>	Who needs to be involved in this goal, objectives and implementing activities?
<b>Objective</b>	How will we accomplish the goal? List of three objectives?
<b>Supporting Activity</b>	Specifics tasks that must be completed to accomplish each objective.
<b>Success Indicator</b>	Data that will be collected to show that we are implementing the activity as planned.
<b>Current Data</b>	What are the success indicators for programs already happening in the community? This baseline data will allow for comparison over time. If there is not any current data, why not? Is the program in the process of calculating the numbers or is it a new program with no current data available?
<b>Changes We Want to See</b>	What impact will we have in the community because of this activity? This will demonstrate the short-term impact.
<b>Data Collection</b>	How will we obtain the data, or success indicators, to see if we are accomplishing the “Changes we want to see”?
<b>Funding</b>	Is this activity funded? Yes (FUNDED) or no (REQUEST FOR FUNDING). Many current programs may be funded already through various funding sources; specific dollar amounts and expenses are listed when known. If funded is requested, how much estimated funding will be needed?
<b>Lead Organization</b>	What organization will implement this project, and complete the evaluation?
<b>Timeline (Current/ Future)</b>	Is this program currently ongoing? If yes, how often? If not, will this program be occurring in the future and what is the projected date of implementation?

\*\* As a note, these detailed action plans will be referring to African American boys and young men in the Historic Northwest, Coleman Park and Pleasant City.

To track success in achieving both short and long-term impact, as described in the “Detailed Action Plan” an evaluation process has been established that involves coordination between city staff, co-champions, workgroup members and community partners. The identified lead organizations will be responsible for evaluating their program(s). Each lead organization will be provided a “Mayor’s Village Initiative Evaluation Sheet” (see Figure 17) every six months to capture data related to processes and impact. The evaluation sheet seeks information on the success of implementing the activity, and whether the activity has achieved its intended impact.

***The Mayor’s Village Initiative Action Plan: A Framework for a Healthy and Safe Community*** is a point in time action plan, and as such is constructed to be fluid and responsive to the community’s unique needs. There will be need to review, amend or add to the action plan. In the future, there will be the release of a Mayor’s Village Initiative progress report featuring updates on each pillar’s activities and programs and any changes to the action plan. In the meantime, any achievements and changes to the *Mayor’s Village Initiative Action Plan* will be reported on the City of West Palm Beach website and social media.

Emphasis will be on learning by everyone involved and at every phase, including planning, implementation, evaluation, and communication. Since learning will be encouraged, there will be need to refer back to evidence-based resources for guidance. Some of those resources include:

- The Center for Disease Control’s *A Comprehensive Technical Package for the Prevention of Youth Violence and Associated Risk Behaviors* ([cdc.gov](https://www.cdc.gov))
- The National Forum on Youth Violence Prevention’s *Strategic Planning Toolkit for Communities: 2012* ([youth.gov](https://www.youth.gov))
- Cities United resource guides, reports, webinars and online recommendations ([citiesunited.org](https://www.citiesunited.org))
- The National Institute of Justice ([crimesolutions.gov](https://www.crimesolutions.gov))



**Figure 19: Mayor's Village Initiative Evaluation Report**



**Semi-Annual Evaluation**

**To be filled in by Mayor's Village Initiative staff or co-champions:**

Mayor's Village Initiative Goal: \_\_\_\_\_

Mayor's Village Initiative Objective: \_\_\_\_\_

Mayor's Village Initiative Activity: \_\_\_\_\_

Long-term Change: \_\_\_\_\_

Short-term Change & Time Estimate: \_\_\_\_\_

Lead organization & Contact Person: \_\_\_\_\_

**Please answer the following questions:**

1. How is your program (1) reducing youth violence (2) preventing youth violence or (3) improving outcomes for young African American males in the community?
2. How many total people participated in or attended this program?
3. What challenges are you facing in planning, implementing or completing this program (funding, participation, staff, etc.)?
4. How are you engaging young African American men in the community?
5. How can the Mayor's Village Initiative better support you (partnerships, funding, etc.)?
6. Please share your outcomes? How did you track and measure your success?
7. Can you achieve the identified short-term change in the proposed time? If not, how long do you believe it will take?
8. Please share a personal story of a participant or individual affected by your program. Please send photos or media that can be shared.

**Thank again for all that you do. Please return this form with photos to Kevin Jones. Portions of this report and photos will be used for the next phase of the Mayor's Village Initiative. Additionally, some information may be shared on the City of West Palm Beach website and Social Media.**

## Next Steps: Funding

One of the identified barriers that could risk the start and/or completion of the goals, objectives, and activities is the lack of funding. Through the Mayor's Office there are funds available for the Mayor's Village Initiative to assist local programs that are helping to improve outcomes for young African American males in the Historic Northwest, Coleman Park and Pleasant City. For example, the Mayor's Office currently funds the Urban League's UYEP WORKS, Clean Team programs, and other resources for the initiative.

As demonstrated in the "Detailed Action Plan", there is still a great need for resources, especially financial resources to expand and implement new programs. As the initiative moves forward it will be critical to diversify funding streams. In addition to accessing local, state and national government funding, there is a need to build relationships with the business community and various foundations. The Mayor's Village Initiative will stay true to its collective impact model and leverage existing partnerships to pool resources to fund programs.

It will take a village to improve the outcomes for African American boys and young men in the North End of West Palm Beach. **So let us ask:**

- **How can my business help?**
- **How can my organization help?**
- **How can my agency help?**
- **How can my foundation help?**
- **How can I help?**

To find out how you can get more involved in **The Mayor's Village Initiative**, please reach out to:

**Kevin Jones**  
*Coordinator of Community Initiatives*  
*Mayor's Office*

 (561) 822-1413

 [kljones@wpb.org](mailto:kljones@wpb.org)



## Next Steps: Communication & Social Awareness

As evident in the Action Plan, communication and social awareness is going to be critical to the success of the Mayor's Village Initiative. The City of West Palm Beach's Marketing Department, hired consultants from the Mosaic Group, and co-champions from the Communication & Social Awareness workgroup will lead the efforts to increase awareness of the initiative. They will not only be supporting the larger communication strategy of the initiative, they will also be the lead organization involved for some new programs and activities.

As the communication and social awareness strategy develops, it will illustrate everyone's role in preventing and reducing youth violence and improving outcomes for young African American men in the community. This will include funders, businesses, nonprofits, government agencies, and many others. What will remain at the core of their communication and social awareness strategy is engagement with young African American males in the Historic Northwest, Coleman Park and Pleasant City. This coordinated youth engagement strategy will foster a responsive environment for youth to provide feedback on the current and proposed programming and in most cases lead the effort. Some examples of the strategy include:

- Conversations with youth on the design of the Mayor's Village Initiative hashtags and logo
- Development of an awareness campaign specific to youth/participants (i.e. EmpowerMEN)
- Community celebration for the debut of the Mayor's Village Initiative Action Plan

### **As recommended by the community at the three "Community Conversations," other strategies the Communication & Social Awareness group should explore include:**

- T-shirts
- Youth Ambassadors
- Focus on empowerment
- Block parties, pot lucks, picnics
- Mobile platform, such as texts, for programming
- Innovative ideas to share information through music
- Youth Social Media Ambassadors (Snapchat, Instagram)
- Further partnerships with schools, and Youth Empowerment Centers
- Comic books (non-violent) to reach out to 8<sup>th</sup> graders (13 to 14 year olds)
- Contests for future hashtags through local recreation centers and community partners
- Use mentors to assist with word of mouth and spreading awareness of programming

To view the full Communication Plan, which will be initiated by The City of West Palm Beach's Marketing Department, hired consultants from the Mosaic Group, and co-champions, please view Chart 4: Communication Plan Overview on page 62.



**Highlight  
Assets**

**Communication**

**Community  
Involvement**

**Align  
Services**

# It Takes A Village: How Can You Get Involved?

In your unique role(s) you can create a community where young African American males in West Palm Beach are safe, empowered and secure. Below are a few tips on how to get involved:

<b>Foundations</b>	<ul style="list-style-type: none"> <li>• Focus funding on collaborative, system changing efforts</li> <li>• Invest in holistic approaches to community change (health, education, economics, criminal justice, etc.)</li> <li>• Allow funding to be community-led</li> </ul>
<b>Business Community</b>	<ul style="list-style-type: none"> <li>• Join Monthly Workforce Development Program</li> <li>• Partner with local community based agencies, school or faith based organizations to develop new programs and initiatives</li> <li>• Hire young African American males &amp; “Ban the Box”</li> </ul>
<b>Educators &amp; School Staff</b>	<ul style="list-style-type: none"> <li>• Share resources, experiences and expertise with peers, students and local community</li> <li>• Encourage students to participate in after-school activities</li> <li>• Join the Emergency Response Team, and/or become a mentor</li> </ul>
<b>Social Service Agencies &amp; Staff</b>	<ul style="list-style-type: none"> <li>• Collaborate and coordinate resource and services</li> <li>• Build staff capacity around community engagement, equity and cultural competency</li> <li>• Share resources, expertise and time with the public</li> </ul>
<b>Mental &amp; Physical Health Providers</b>	<ul style="list-style-type: none"> <li>• Partner with faith leaders, community leaders and local government efforts</li> <li>• Implement health equity and trauma informed care practices</li> <li>• Share resources and knowledge, join the Health Workgroup</li> </ul>
<b>Local &amp; County Government</b>	<ul style="list-style-type: none"> <li>• Brainstorm how your department can contribute to employment, health, education, crime prevention and/or reentry</li> <li>• Share resources, knowledge and expertise</li> <li>• Research and enact supporting policies and laws</li> </ul>
<b>Faith Leaders &amp; Faith Based Community</b>	<ul style="list-style-type: none"> <li>• Share resources with congregation and public</li> <li>• Partner with nearby churches and community agencies to host community events and forums</li> <li>• Join the Emergency Response Team or one of the workgroups</li> </ul>

## It Takes A Village: How Can You Get Involved? (continued)

<b>Concerned Citizens &amp; Community Leaders</b>	<ul style="list-style-type: none"> <li>• Share resources with your friends, family and peers</li> <li>• Volunteer with your local government, school, nonprofits and initiatives, join one of the workgroups</li> <li>• Find new ways to stay connected to your community</li> </ul>
<b>Parents &amp; Grandparents</b>	<ul style="list-style-type: none"> <li>• Learn about the resources available to you, your children and grandchildren</li> <li>• Be active in your child or grandchild’s education and social life</li> <li>• Participate in community events, agencies and places of faith</li> </ul>
<b>Offenders &amp; Ex-Offenders</b>	<ul style="list-style-type: none"> <li>• Learn about the resources available to you</li> <li>• Utilize local leaders for their expertise and experience</li> <li>• Find a mentor and/or train to become a mentor</li> <li>• Participate in local activities geared toward improving skills</li> </ul>
<b>Survivors of Violence</b>	<ul style="list-style-type: none"> <li>• Share your experiences with others</li> <li>• Seek mental health counseling and other support services</li> <li>• Become a mentor or join the Emergency Response Team</li> <li>• Participate in local community programming and activities</li> </ul>
<b>Youth &amp; Young Adults</b>	<ul style="list-style-type: none"> <li>• Share your concerns and experiences with caring adults</li> <li>• Participate in local community programs and activities, such as sports, clubs, after school programs, faith, STEM, art, etc.</li> <li>• Practice coping and problem solving skills to prevent violence</li> </ul>

# Acknowledgements

The Mayor's Village Initiative wants to acknowledge and thank the community for all of their hard work and dedication. This plan would not have been possible without the time, insight, expertise and support from the following organizations:

City of West Palm Beach	Gulfstream Goodwill	Palm Beach Sheriff's Office
City of West Palm Beach - CRA	Healthcare District of Palm Beach County	Palm Beach State College
West Palm Beach Police Department	Healthier Neighbors IBEW 728	Palm Beach Tech
Achieve Palm Beach County	Inner City Innovators	Palm Healthcare Foundation
Boys and Girls Club of Palm Beach County	Mandel Public Library	Police Athletic League West Palm Beach
Bridges – Children's Home Society	Mental Health Association	Quantum Foundation
Business Development Board	Mothers Against Murderers	School District of Palm Beach County
CareerSource of Palm Beach County	NAMI Palm Beach County	Tabernacle Baptist Church
Children Services Council of Palm Beach County	Northwest Community Consortium	True Fast Outreach Ministries
Community Foundation of Martin and Palm Beach Co.	Norton Museum	United Way of Palm Beach County
Department of Juvenile Justice	Palm Beach Atlantic University	Urban League of Palm Beach County
Friends for Justice	Palm Beach County	Urban Youth Impact
Friendship Baptist Church	Palm Beach County Health Department	West Palm Beach Housing Authority

# Charts and Figures

Chart 1: UCR Crime Report: Crime in Florida West Palm Beach Police Department



**CRIME IN FLORIDA**  
**West Palm Beach Police Department**  
**January - December 2017**

Florida Department of  
Law Enforcement

The statistics presented in this release are an indication of crime and criminal activities known to, and reported by, law enforcement agencies for 2017. This report reflects data residing in the UCR database as of 4/5/2018.

**Crime Volume and Rate**

MEASURE	2016	2017	Percent Change
<b>Total Index Crime</b>	<b>6,553</b>	<b>6,181</b>	<b>-5.7</b>
Total Violent Crime	954	906	-5.0
Total Property Crime	5,599	5,275	-5.8
<b>Total Crime Rate</b>	<b>6,017.7</b>	<b>5,598.9</b>	<b>-7.0</b>
Violent Crime Rate	876.1	820.7	-6.3
Property Crime Rate	5,141.6	4,778.3	-7.1

**Arrest Totals**

ARREST TYPE	2016	2017	Percent Change
<b>Violent Offense Arrests</b>	<b>288</b>	<b>286</b>	<b>-0.7</b>
Adult	254	259	2.0
Juvenile	34	27	-20.6
Male	245	232	-5.3
Female	43	54	25.6
<b>Property Offense Arrests</b>	<b>763</b>	<b>728</b>	<b>-4.6</b>
Adult	622	645	3.7
Juvenile	141	83	-41.1
Male	572	534	-6.6
Female	191	194	1.6
<b>Part II Offense Arrests</b>	<b>1,776</b>	<b>1,836</b>	<b>3.4</b>
Adult	1,580	1,622	2.7
Juvenile	196	214	9.2
Male	1,415	1,421	0.4
Female	361	415	15.0
<b>TOTAL ARRESTS</b>	<b>2,827</b>	<b>2,850</b>	<b>0.8</b>

**Offense Totals**

INDEX OFFENSES	2016	2017	Percent Change
<b>Murder</b>	<b>10</b>	<b>25</b>	<b>150.0</b>
Firearm	10	23	130.0
Knife/Cutting Instr.	0	0	
Hands/Fists/Feet	0	1	
Other	0	1	
<b>Rape</b>	<b>71</b>	<b>66</b>	<b>-7.0</b>
Firearm	2	3	50.0
Knife/Cutting Instr.	1	1	0.0
Hands/Fists/Feet	39	48	23.1
Other	29	14	-51.7
<b>Robbery</b>	<b>333</b>	<b>322</b>	<b>-3.3</b>
Firearm	145	125	-13.8
Knife/Cutting Instr.	14	18	28.6
Hands/Fists/Feet	130	136	4.6
Other	44	43	-2.3
<b>Aggravated Assault</b>	<b>540</b>	<b>493</b>	<b>-8.7</b>
Firearm	229	195	-14.8
Knife/Cutting Instr.	92	86	-6.5
Hands/Fists/Feet	83	63	-24.1
Other	136	149	9.6
<b>Burglary</b>	<b>946</b>	<b>847</b>	<b>-10.5</b>
Forced Entry	535	481	-10.1
No Forced Entry	266	233	-12.4
Attempted Entry	145	133	-8.3
<b>Larceny</b>	<b>4,100</b>	<b>3,907</b>	<b>-4.7</b>
Pocket Picking	14	20	42.9
Purse Snatching	66	46	-30.3
Shoplifting	627	632	0.8
From Motor Vehicle	1,589	1,682	5.9
Motor Vehicle Parts	562	497	-11.6
Bicycles	186	152	-18.3
From Building	297	327	10.1
From Coin Oper. Dev.	1	1	0.0
All Other	758	550	-27.4
<b>Motor Vehicle Theft</b>	<b>553</b>	<b>521</b>	<b>-5.8</b>
<b>TOTAL INDEX OFFENSES</b>	<b>6,553</b>	<b>6,181</b>	<b>-5.7</b>

**Domestic Violence by Offense Type**

PRIMARY OFFENSE	2016	2017	Percent Change
Murder	0	0	
Manslaughter	0	1	
Rape	2	2	0.0
Fondling	0	1	
Aggravated Assault	73	75	2.7
Aggravated Stalking	1	0	-100.0
Simple Assault	342	365	6.7
Threat/Intimidation	1	1	0.0
Simple Stalking	2	1	-50.0
<b>TOTAL OFFENSES</b>	<b>421</b>	<b>446</b>	<b>5.9</b>

**Property Information Values**

PROPERTY TYPE	STOLEN VALUE	RECOVERED VALUE
Currency, Note, Etc.	759,105	33,665
Jewelry, Precious Metals	2,727,897	70,476
Clothing & Furs	371,071	34,380
Motor Vehicles	7,808,582	5,197,304
Office Equipment	709,031	115,452
TVs, Radios, Stereos	223,176	19,104
Firearms	93,111	28,458
Household Goods	35,531	4,670
Consumable Goods	81,559	3,606
Livestock	0	0
Miscellaneous	1,845,563	219,457
<b>TOTAL VALUES</b>	<b>14,654,626</b>	<b>5,726,572</b>

SOURCE: Florida Department of Law Enforcement. Florida Uniform Crime Report, 2017 [Computer program]. Tallahassee, FL: FDLE, Florida Statistical Analysis Center.

**Chart 2: West Palm Beach Police Department Shooting 2012-2017 by Race, Sex and Age**

<b>Shooting Victims</b>											
<b>2012</b>		<b>2013</b>		<b>2014</b>		<b>2015</b>		<b>2016</b>		<b>2017</b>	
<b>Race, Sex, Age</b>	<b># of Cases</b>	<b>Race, Sex, Age</b>	<b># of Cases</b>	<b>Race, Sex, Age</b>	<b># of Cases</b>	<b>Race, Sex, Age</b>	<b># of Cases</b>	<b>Race, Sex, Age</b>	<b># of Cases</b>	<b>Race, Sex, Age</b>	<b># of Cases</b>
<b>Black</b>	<b>31</b>	<b>Black</b>	<b>31</b>	<b>Black</b>	<b>30</b>	<b>Black</b>	<b>56</b>	<b>Black</b>	<b>49</b>	<b>Black</b>	<b>47</b>
<b>Female</b>	<b>4</b>	<b>Female</b>	<b>7</b>	<b>Female</b>	<b>3</b>	<b>Female</b>	<b>10</b>	<b>Female</b>	<b>6</b>	<b>Female</b>	<b>4</b>
3 yoa	1	20 yoa	1	16 yoa	1	13 yoa	1	15 yoa	1	30 yoa	1
15 yoa	1	23 yoa	1	23 yoa	1	15 yoa	1	16 yoa	1	35 yoa	1
26 yoa	1	24 yoa	1	26 yoa	1	22 yoa	2	19 yoa	1	41 yoa	1
49 yoa	1	29 yoa	1	<b>Male</b>	<b>27</b>	23 yoa	1	23 yoa	1	48 yoa	1
<b>Male</b>	<b>27</b>	53 yoa	1	3 yoa	1	24 yoa	1	37 yoa	1	<b>Male</b>	<b>43</b>
13 yoa	1	54 yoa	2	12 yoa	1	34 yoa	1	49 yoa	1	14 toa	1
14 yoa	1	<b>Male</b>	<b>24</b>	15 yoa	1	41 yoa	1	<b>Male</b>	<b>43</b>	15 yoa	1
16 yoa	1	17 yoa	3	16 yoa	2	51 yoa	1	11 yoa	1	16 yoa	3
17 yoa	1	20 yoa	3	17 yoa	2	66 yoa	1	14 yoa	1	17 yoa	1
19 yoa	1	21 yoa	1	18 yoa	1	<b>Male</b>	<b>46</b>	16 yoa	2	18 yoa	3
20 yoa	4	23 yoa	1	19 yoa	1	13 yoa	1	17 yoa	3	19 yoa	4
21 yoa	3	24 yoa	2	20 yoa	1	14 yoa	1	18 yoa	3	20 yoa	3
22 yoa	2	25 yoa	4	22 yoa	1	15 yoa	5	19 yoa	4	21 yoa	2
23 yoa	1	27 yoa	1	23 yoa	2	16 yoa	2	20 yoa	5	23 yoa	1
25 yoa	2	30 yoa	1	24 yoa	1	17 yoa	2	21 yoa	2	24 yoa	4
26 yoa	1	32 yoa	1	25 yoa	5	18 yoa	5	22 yoa	2	25 yoa	2
27 yoa	2	34 yoa	1	27 yoa	1	19 yoa	3	23 yoa	3	26 yoa	1
29 yoa	3	35 yoa	1	28 yoa	2	20 yoa	4	25 yoa	2	27 yoa	2
30 yoa	1	36 yoa	1	33 yoa	1	21 yoa	2	26 yoa	2	28 yoa	3
32 yoa	2	37 yoa	1	34 yoa	1	22 yoa	2	28 yoa	1	29 yoa	2
74 yoa	1	38 yoa	1	35 yoa	1	23 yoa	5	29 yoa	1	30 yoa	2
<b>White</b>	<b>4</b>	42 yoa	1	37 yoa	1	25 yoa	2	31 yoa	1	35 yoa	1
<b>Male</b>	<b>4</b>	46 yoa	1	49 yoa	1	27 yoa	1	32 yoa	1	39 yoa	2
17 yoa	1	<b>White</b>	<b>7</b>	<b>White</b>	<b>2</b>	28 yoa	1	34 yoa	1	43 yoa	1
25 yoa	1	<b>Female</b>	<b>4</b>	<b>Male</b>	<b>2</b>	29 yoa	1	35 yoa	1	50 yoa	1
27 yoa	1	20 yoa	1	35 yoa	1	30 yoa	3	36 yoa	1	51 yoa	1
40 yoa	1	22 yoa	1	38 yoa	1	31 yoa	1	38 yoa	2	62 yoa	1
<b>Total</b>	<b>35</b>	24 yoa	1	<b>Total</b>	<b>32</b>	34 yoa	1	42 yoa	3	64 yoa	1
		48 yoa	1			36 yoa	2	49 yoa	1	<b>Oriental/Asian</b>	<b>1</b>
		<b>Male</b>	<b>3</b>			39 yoa	1	<b>White</b>	<b>4</b>	<b>Male</b>	<b>1</b>
		26 yoa	1			44 yoa	1	<b>Female</b>	<b>1</b>	21 yoa	1
		30 yoa	1			<b>White</b>	<b>4</b>	21 yoa	1	<b>White</b>	<b>6</b>
		43 yoa	1			<b>Female</b>	<b>1</b>	<b>Male</b>	<b>3</b>	<b>Female</b>	<b>1</b>
		<b>Total</b>	<b>38</b>			15 yoa	1	24 yoa	1	30 yoa	1
						<b>Male</b>	<b>3</b>	25 yoa	1	<b>Male</b>	<b>5</b>
						19 yoa	1	27 yoa	1	17 yoa	1
						27 yoa	1	<b>Total</b>	<b>53</b>	23 yoa	1
						35 yoa	1			26 yoa	1
						<b>Total</b>	<b>60</b>			31 yoa	1
										36 yoa	1
										<b>Total</b>	<b>54</b>

\*yoa = years of age

**Chart 3: West Palm Beach Police Department Homicides 2012-2017 by Race, Sex and Age**

<b>Homicide Victims</b>											
<b>2012</b>		<b>2013</b>		<b>2014</b>		<b>2015</b>		<b>2016</b>		<b>2017</b>	
<b>Race, Sex, Age</b>	<b># of Cases</b>	<b>Race, Sex, Age</b>	<b># of Cases</b>	<b>Race, Sex, Age</b>	<b># of Cases</b>	<b>Race, Sex, Age</b>	<b># of Cases</b>	<b>Race, Sex, Age</b>	<b># of Cases</b>	<b>Race, Sex, Age</b>	<b># of Cases</b>
<b>Black</b>	<b>12</b>	<b>Black</b>	<b>14</b>	<b>Black</b>	<b>10</b>	<b>Black</b>	<b>16</b>	<b>Black</b>	<b>9</b>	<b>Black</b>	<b>21</b>
<b>Female</b>	<b>2</b>	<b>Female</b>	<b>2</b>	<b>Female</b>	<b>1</b>	<b>Female</b>	<b>3</b>	<b>Male</b>	<b>9</b>	<b>Female</b>	<b>3</b>
36 yoa	1	30 yoa	1	23 yoa	1	22 yoa	2	19 yoa	1	11 yoa	1
38 yoa	1	41 yoa	1	<b>Male</b>	<b>9</b>	27 yoa	1	21 yoa	1	33 yoa	1
<b>Male</b>	<b>10</b>	<b>Male</b>	<b>12</b>	16 yoa	1	Male	13	22 yoa	1	36 yoa	1
18 yoa	1	18 yoa	1	19 yoa	1	17 yoa	2	26 yoa	1	<b>Male</b>	<b>18</b>
19 yoa	1	19 yoa	2	22 yoa	1	19 yoa	1	37 yoa	1	2 yoa	1
25 yoa	1	21 yoa	1	23 yoa	1	20 yoa	2	42 yoa	1	18 yoa	1
26 yoa	1	22 yoa	1	25 yoa	2	23 yoa	2	46 yoa	1	20 yoa	1
28 yoa	1	23 yoa	1	36 yoa	1	30 yoa	1	52 yoa	1	21 yoa	2
29 yoa	2	24 yoa	1	39 yoa	1	32 yoa	1	57 yoa	1	22 yoa	1
41 yoa	1	25 yoa	2	43 yoa	1	33 yoa	2	<b>White</b>	1	23 yoa	2
49 yoa	1	27 yoa	1	<b>White</b>	<b>8</b>	43 yoa	1	<b>Male</b>	1	24 yoa	1
57 yoa	1	28 yoa	1	<b>Female</b>	<b>4</b>	45 yoa	1	39 yoa	1	26 yoa	2
<b>Hispanic</b>	<b>2</b>	52 yoa	1	15 yoa	1	<b>Hispanic</b>	<b>4</b>	<b>Total</b>	10	29 yoa	1
<b>Male</b>	<b>2</b>	<b>White</b>	<b>5</b>	26 yoa	1	<b>Male</b>	<b>4</b>			36 yoa	1
23 yoa	1	<b>Female</b>	<b>2</b>	34 yoa	1	20 yoa	1			37 yoa	1
26 yoa	1	10 yoa	1	36 yoa	1	24 yoa	1			42 yoa	1
<b>White</b>	<b>4</b>	48 yoa	1	<b>Male</b>	<b>4</b>	40 yoa	1			54 yoa	1
<b>Female</b>	<b>1</b>	<b>Male</b>	<b>3</b>	16 yoa	1	44 yoa	1			59 yoa	1
87 yoa	1	48 yoa	1	27 yoa	1	<b>White</b>	<b>2</b>			66 yoa	1
<b>Male</b>	<b>3</b>	50 yoa	1	31 yoa	1	<b>Male</b>	<b>2</b>			<b>White</b>	<b>6</b>
17 yoa	1	66 yoa	1	57 yoa	1	20 yoa	1			<b>Male</b>	<b>6</b>
44 yoa	1	<b>Total</b>	<b>19</b>	<b>Total</b>	<b>18</b>	24 yoa	1			30 yoa	1
55 yoa	1					<b>Total</b>	<b>22</b>			31 yoa	1
<b>Total</b>	<b>18</b>									35 yoa	1
										38 yoa	1
										49 yoa	1
										54 yoa	1
										<b>Total</b>	<b>27</b>

\*yoa = years of age

**Chart 4: Communication Plan Overview**

Strategy	Pillar(s)/Initiative	Target Audience	Frequency
<b>Branding/Public Education Awareness Campaign (Logos, Hashtags, Talking Points)</b>	MVI EmpowerMEN All Pillars	All Audiences	Onset of Action Plan Implementation (updates as needed)
<b>Messaging &amp; Content Development per target audience</b>	MVI EmpowerMEN All Pillars	All Audiences	Onset of Action Plan Implementation (updates as needed)
<b>Collateral Material for various initiatives (Brochures, Flyers, Doorhangers, etc.)</b>	MVI EmpowerMEN All Pillars	All Audiences	Onset of Action Plan Implementation (updates as needed)
<b>Promotional Items (T-shirts, buttons, decals, etc.)</b>	MVI EmpowerMEN	All Audiences	Onset of Action Plan Implementation (updates as needed)
<b>Public Relations: Press Releases, Media Advisories, Public Service Announcements (PSAs)</b>	MVI EmpowerMEN All Pillars	Media All Audiences	Ongoing
<b>Social Media Engagement (Organic Posts &amp; Paid Ad Campaigns)</b>	MVI EmpowerMEN All Pillars	All Audiences	Ongoing
<b>Develop Community Partnerships &amp; Collaborations (Civic and Professional Groups)</b>	MVI EmpowerMEN All Pillars	All Audiences	Ongoing
<b>Community Presentations (Customized for target audience)</b>	MVI EmpowerMEN All Pillars	All Audiences	Ongoing
<b>Community Meetings/Town Halls</b>	MVI EmpowerMEN All Pillars	All Audiences	Ongoing
<b>Street Team/Neighborhood Canvassing to distribute information</b>	MVI EmpowerMEN All Pillars	Neighborhoods	Ongoing
<b>Faith based Outreach – information dissemination</b>	MVI EmpowerMEN All Pillars	WPB, Riviera Beach Faith Organizations	Ongoing

Strategy	Pillar(s)/Initiative	Target Audience	Frequency
<b>City Website</b>	MVI EmpowerMEN All Pillars	All Audiences	Ongoing
<b>E-Newsletters</b>	MVI EmpowerMEN All Pillars	All Audiences	Ongoing
<b>Job Fairs/Hiring Events</b>	MVI EmpowerMEN Pillar #2: Reentry & The Justice System Pillar #3: Employment & Training	Business, Government, Community Partners	Ongoing
<b>Information Hotline</b>	MVI EmpowerMEN All Pillars	All Audiences	Onset of Action Plan Implementation (updates as needed)
<b>Speakers Network (Community Leaders, Motivational Speakers, Coaches, Authors, etc.)</b>	MVI EmpowerMEN All Pillars	Participants (young black males)	Ongoing
<b>Special Events (Summits, Block Parties, picnics, etc.)</b>	MVI EmpowerMEN All Pillars	Participants (young black males)	Ongoing
Text Message Campaigns	MVI EmpowerMEN All Pillars	Participants (young black males)	Ongoing
Contests (Writing, Posters, Art, Music, Video, etc.)	MVI EmpowerMEN All Pillars	Participants (young black males)	Ongoing
Advertising (Radio, Print, TV, Online)	MVI EmpowerMEN All Pillars	All Audiences	Ongoing

## Chart 5: Detailed Action Plan - CRIME PREVENTION & INTERVENTION

<b>Goal:</b>	To keep young African American males in the target neighborhoods alive and out of jail	
<b>Purpose:</b>	The community will improve and African American males will be safe, empowered and successful	
<b>Long Term Change:</b>	Arrest rates (felony and misdemeanor) and crime rates will be lower in 33401 and 33047. The community will be safer and more prosperous	
<b>Performance Measures:</b>	<ul style="list-style-type: none"> <li>• Felony Arrests among 18 to 24 year old African American males arrested in 33401 and 33407 will decrease as follows: year 3 = 3%, year 5 = 5%, year 10 = 10%</li> <li>• Misdemeanor Arrests among 18 to 24 year old African American males arrested in 33401 and 33407 will decrease as follows: year 3 = 3%, year 5 = 5%, year 10 = 10%</li> <li>• Data Collection Method: Data analyzed from West Palm Beach Police Department statistics and FDLE UCR and RMS for data verification</li> </ul>	
<b>Knowledge &amp; Skills</b>	Capitalize on existing programs/resources as represented in the Crime Prevention & Intervention Workgroup	
<b>Stakeholders</b>	<ul style="list-style-type: none"> <li>• City of West Palm Beach Mayor's Office</li> <li>• City of West Palm Beach Police Department</li> <li>• City of West Palm Beach Parks and Recreation</li> <li>• City of West Palm Beach Housing Authority</li> <li>• Palm Beach County Public Safety Department (Victim Services)</li> </ul>	<ul style="list-style-type: none"> <li>• Northwest Community Consortium Inc.</li> <li>• United Way of Palm Beach County</li> <li>• Urban League of Palm Beach County</li> <li>• X102.3 Radio</li> <li>• Business Community</li> <li>• Faith Based Organization</li> </ul>
	<ul style="list-style-type: none"> <li>• Department of Juvenile Justice (DJJ)</li> <li>• Palm Beach County Sheriff's Office (Jail)</li> <li>• Palm Beach County School District</li> <li>• Palm Beach County School Board</li> <li>• Community Stakeholders</li> </ul>	

\*Young African American Males will be abbreviated as YAAM in the following charts \*

### Objective 1: To strengthen prevention efforts to deter entry into the criminal justice system

Supporting Activities	Success Indicators	Current Data	Change We Want to See	Data Collection	Funding	Lead Organization	Timeline (Current/Future)
Anti-Violence Workshops	<ul style="list-style-type: none"> <li>• YAAM participation</li> <li>• # of workshops</li> </ul>	To be calculated	<ul style="list-style-type: none"> <li>• Increased YAAM participation</li> <li>• Increased # of workshops</li> </ul>	<ul style="list-style-type: none"> <li>• MVI Evaluation Report</li> </ul>	<b>FUNDED</b>	<ul style="list-style-type: none"> <li>• Inner City Innovators</li> </ul>	Current: ongoing
Coleman Park Moving Forward	<ul style="list-style-type: none"> <li>• Implementation of recommended activities</li> </ul>	Current set of recommendations	<ul style="list-style-type: none"> <li>• Targeted crime prevention strategies in Coleman Park</li> </ul>	<ul style="list-style-type: none"> <li>• Cities United Report</li> </ul>	<b>FUNDED</b>	<ul style="list-style-type: none"> <li>• Cities United</li> <li>• Mayor's Office</li> </ul>	Current: revisit plan often
Community and Police Dialogues (Kids & Cops Workshops)	<ul style="list-style-type: none"> <li>• YAAM participation</li> <li>• Law enforcement participation</li> </ul>	To be calculated	<ul style="list-style-type: none"> <li>• Improved communication</li> <li>• Trust is built</li> <li>• Increased YAAM participation</li> </ul>	<ul style="list-style-type: none"> <li>• Sign in sheets</li> <li>• MVI Evaluation Report</li> </ul>	<b>FUNDED</b> \$4,000 (food, stipend for facilitators)	<ul style="list-style-type: none"> <li>• Mayor's Office</li> </ul>	Current: quarterly (6-week long sessions)

**Objective 1: To strengthen prevention efforts to deter entry into the criminal justice system (continued)**

Supporting Activities	Success Indicators	Current Data	Change We Want to See	Data Collection	Funding	Lead Organization	Timeline (Current/Future)
Community Engagement Walks	<ul style="list-style-type: none"> <li>Youth participation</li> <li># of walks</li> </ul>	To be calculated	<ul style="list-style-type: none"> <li>Reduce gang violence</li> </ul>	<ul style="list-style-type: none"> <li>MVI Evaluation Report</li> </ul>	<b>FUNDED</b>	<ul style="list-style-type: none"> <li>Inner City Innovators</li> </ul>	Current: ongoing
Peace in the Streets Walks	<ul style="list-style-type: none"> <li>Participation</li> <li>YAAM</li> <li>Community member</li> <li>Law enforcement</li> <li>Service provider</li> </ul>	To be calculated	<ul style="list-style-type: none"> <li>Improved communication</li> <li>Increased YAAM participation</li> <li>Increased service provider participation</li> <li>Increased linkage to resources</li> </ul>	<ul style="list-style-type: none"> <li>Count # of attendees by sector</li> <li>Stories</li> </ul>	<b>FUNDED</b> \$2,500 (shirts, giveaways, signs)	<ul style="list-style-type: none"> <li>Mayor's Office</li> </ul>	Current: 1x/month
Real Time Crime Center (RTCC)	<ul style="list-style-type: none"> <li>To be obtained at a later date</li> </ul>	New program	<ul style="list-style-type: none"> <li>Improved response time to in-progress incidents</li> </ul>	<ul style="list-style-type: none"> <li>RTCC data analysis</li> <li>MVI Evaluation Report</li> </ul>	<b>FUNDED</b>	<ul style="list-style-type: none"> <li>City of West Palm Beach Police Department</li> </ul>	Current: ongoing
Resident engagement in the Historic Northwest	<ul style="list-style-type: none"> <li>Participation</li> <li>YAAM</li> <li>Community member</li> </ul>	To be calculated	<ul style="list-style-type: none"> <li>Increased resident engagement</li> <li>Increased YAM engagement</li> </ul>	<ul style="list-style-type: none"> <li>Meeting minutes or discussion notes</li> <li>MVI Evaluation Report</li> </ul>	<b>FUNDED</b>	<ul style="list-style-type: none"> <li>Northwest Community Consortium Inc. (NCCI)</li> <li>The American Legion</li> </ul>	Current: weekly

**Objective 1: To strengthen prevention efforts to deter entry into the criminal justice system (continued)**

Supporting Activities	Success Indicators	Current Data	Change We Want to See	Data Collection	Funding	Lead Organization	Timeline (Current/Future)
<i>Teens Unite!</i>	<ul style="list-style-type: none"> <li>• Participation</li> <li>• YAAM</li> <li>• Organization</li> </ul>	To be calculated	<ul style="list-style-type: none"> <li>• Increased pro-social activities for youth</li> <li>• Increased YAAM participation</li> </ul>	<ul style="list-style-type: none"> <li>• MVI Evaluation Report</li> <li>• Youth feedback</li> </ul>	<p><b>FUNDED</b> \$10,000 (food, giveaways, rentals)</p>	<ul style="list-style-type: none"> <li>• Mayor's Office</li> <li>• Gaines Park Community Center</li> <li>• Coleman Park Community Center</li> <li>• Youth Empowerment Center</li> <li>• Police Athletic League</li> <li>• Salvation Army Northwest Community Center</li> <li>• Boys &amp; Girls Club</li> </ul>	<p>Current: every Saturday in the summer</p>
<i>National Youth Violence Prevention Week</i>	<ul style="list-style-type: none"> <li>• # of activities</li> <li>• Participation</li> <li>• YAAM</li> <li>• Community member</li> </ul>	New program	<ul style="list-style-type: none"> <li>• Increased awareness of YAAM violence</li> <li>• Increased community member engagement</li> <li>• YAAM's increased knowledge of conflict resolution</li> </ul>	<ul style="list-style-type: none"> <li>• Surveys</li> <li>• Sign in sheets</li> <li>• Stories</li> </ul>	<p><b>To be determined</b></p>	<ul style="list-style-type: none"> <li>• Mayor's Office</li> <li>• Community partners to be identified</li> </ul>	<p>Future: planning to occur in March 2019 and implementation in April 2019</p>
<i>Quarterly meetings, forums or listening sessions</i>	<ul style="list-style-type: none"> <li>• Participation</li> <li>• YAAM</li> <li>• Organization</li> <li>• Each neighborhood engaged</li> <li>• Diversity of topics</li> </ul>	New program	<ul style="list-style-type: none"> <li>• More responsive programming</li> </ul>	<ul style="list-style-type: none"> <li>• Surveys</li> <li>• Sign in sheets</li> <li>• Stories</li> </ul>	<p><b>To be determined</b></p>	<ul style="list-style-type: none"> <li>• Inner City Innovators</li> <li>• Mayor's Office</li> </ul>	<p>Future: quarterly beginning in 2019</p>

Objective 1: To strengthen prevention efforts to deter entry into the criminal justice system (continued)							
Supporting Activities	Success Indicators	Current Data	Change We Want to See	Data Collection	Funding	Lead Organization	Timeline (Current/Future)
Target outreach to younger age groups, especially those aged 14 to 17 years old	<ul style="list-style-type: none"> <li># of programs focused on YAAM age 14 to 17 years old</li> <li>Identify local nonprofits</li> </ul>	New program	<ul style="list-style-type: none"> <li>More prevention programs created for youth 14 to 17 years old</li> <li>More prevention programs adapted for youth 14 to 17 years old</li> </ul>	<ul style="list-style-type: none"> <li>MVI Evaluation Report</li> </ul>	<b>To be determined</b>	<ul style="list-style-type: none"> <li>Local nonprofits/agencies to be identified</li> </ul>	Future: to be determined
Create anti-bullying teams	<ul style="list-style-type: none"> <li>Schools participation</li> <li>Finding lead agency</li> <li>Program goals, mission, vision, established</li> </ul>	New program	<ul style="list-style-type: none"> <li>Establish a program mission, goal, objectives, data collection</li> </ul>	<ul style="list-style-type: none"> <li>MVI Evaluation Report</li> <li>Track progress</li> </ul>	<b>To be determined</b>	<ul style="list-style-type: none"> <li>Local nonprofits</li> <li>Local schools</li> </ul>	Future: to be determined
Palm Beach County Green Dot Program	<ul style="list-style-type: none"> <li># of county staff receive Bystander Training</li> </ul>	300 Palm Beach County staff trained in 2016	<ul style="list-style-type: none"> <li>Staff working in target neighborhoods receive training</li> <li>Stronger partnership with Green Dot Program</li> <li>All county staff trained in 5 years</li> </ul>	<ul style="list-style-type: none"> <li>MVI Evaluation Report</li> <li>Track progress</li> </ul>	<b>To be determined</b>	<ul style="list-style-type: none"> <li>Palm Beach County Department of Victim Services</li> <li>Mayor's Office</li> </ul>	Future: to be determined
Hospital Based Intervention Program (H.V.I.P.)	<ul style="list-style-type: none"> <li># of referrals</li> <li># of victim's case managed</li> </ul>	New program	<ul style="list-style-type: none"> <li>Individual participant(s) not committing future crime</li> </ul>	<ul style="list-style-type: none"> <li>To be determined by local nonprofit and hospital</li> </ul>	<b>FUNDED</b> \$50,000 (salary, client needs)	<ul style="list-style-type: none"> <li>St. Mary's Medical Center</li> <li>WPB Police Department</li> <li>Local nonprofit to be determined</li> </ul>	Current: beginning 2019

Objective 2: To increase outreach and communication around intervention after entry into the criminal justice system							
Supporting Activities	Success Indicators	Current Data	Change We Want to See	Data Collection	Funding	Lead Organization	Timeline (Current/Future)
Mentoring Programs	<ul style="list-style-type: none"> <li># of referrals</li> <li># of YAAM mentees</li> <li># of mentors</li> </ul>	To be calculated	<ul style="list-style-type: none"> <li>Increased enrollment in mentoring programs after arrest by 50%</li> </ul>	<ul style="list-style-type: none"> <li>MVI Evaluation Report</li> </ul>	<b>To be determined</b>	<ul style="list-style-type: none"> <li>United Way of Palm Beach County</li> </ul>	Current: ongoing
Neighborhood Accountability Board (N.A.B.)	<ul style="list-style-type: none"> <li># of referrals</li> <li># of participants enrolled in program</li> </ul>	To be calculated	<ul style="list-style-type: none"> <li>Referrals in N.A.B. will increase by 50%</li> <li>Participation in N.A.B. will increase by 50%</li> </ul>	<ul style="list-style-type: none"> <li>MVI Evaluation Report</li> </ul>	<b>To be determined</b>	<ul style="list-style-type: none"> <li>West Palm Beach Police Department</li> <li>Pleasant City Youth Empowerment Center</li> <li>Mayor's Office</li> </ul>	Current: ongoing
Operation Youth Violence: Reduction, Intervention, and Prevention (R.I.P.)	<ul style="list-style-type: none"> <li># of referrals</li> <li># of participants enrolled in program</li> </ul>	To be calculated	<ul style="list-style-type: none"> <li>Referrals in R.I.P. will increase by 50%</li> <li>Participation in R.I.P. will increase by 50%</li> </ul>	<ul style="list-style-type: none"> <li>MVI Evaluation Report</li> </ul>	<b>FUNDED</b>	<ul style="list-style-type: none"> <li>West Palm Beach Police Department (R.I.P.) staff</li> </ul>	Current: ongoing
Build an Emergency Response Team	<ul style="list-style-type: none"> <li># of volunteers</li> <li># of responses to crime scenes</li> <li># of youth and families reached</li> </ul>	New program	<ul style="list-style-type: none"> <li>Identify law enforcement and clergy to assist</li> <li>Identify volunteers to serve on team</li> <li>-Increased feeling of support from family members</li> </ul>	<ul style="list-style-type: none"> <li>MVI Evaluation Report</li> </ul>	<b>FUNDED</b> \$1,500 (snacks, drinks, and support materials)	<ul style="list-style-type: none"> <li>West Palm Beach Police Department</li> <li>Local Clergy</li> <li>MAMA - Inner City Innovators</li> </ul>	Future: estimate in 2019
Develop a communication strategy to "Get the word out"	<ul style="list-style-type: none"> <li>Communication strategy determined</li> </ul>	New program	<ul style="list-style-type: none"> <li>Communication strategy implemented</li> <li>Increased awareness of crime prevention programs</li> <li>Increased awareness of crime intervention programs</li> </ul>	<ul style="list-style-type: none"> <li>Social media hits</li> </ul>	<b>FUNDED</b> Mosaic Group budget	<ul style="list-style-type: none"> <li>The Mosaic Group</li> </ul>	Future: immediately
Objective 3: To align all services to create opportunities to prevent crime							
Supporting Activities	Success Indicators	Current Data	Change We Want to See	Data Collection	Funding	Lead Organization	Timeline (Current/Future)
Create one central online database	<ul style="list-style-type: none"> <li>Creation of database</li> <li># of listed resources</li> </ul>	New program	<ul style="list-style-type: none"> <li>Increased awareness of local resources</li> <li>Database created</li> </ul>	<ul style="list-style-type: none"> <li>Tracking #</li> <li>Visits</li> <li>Clicks</li> <li>new submissions</li> </ul>	To be determined	<ul style="list-style-type: none"> <li>Mayor's Office</li> <li>Future partnership to be determined</li> </ul>	Future: to be determined

## Chart 6: Detailed Action Plan - REENTRY & THE CRIMINAL JUSTICE SYSTEM

<b>Goal:</b>	Reduce the over representation of young African American males in the justice system
<b>Purpose:</b>	It will create new opportunities for young African American men from zip codes 33401 and 33047
<b>Long Term Change:</b>	Fewer young African American men from zip codes 33401 and 33407 will be involved in the justice system
<b>Performance Measures:</b>	When recidivism rates for zip codes 33401 and 33407 are reduced by 50%. Currently, recidivism is 68% in 2018 and the hope is to reduce recidivism to 32%. Data Collection: Analysis through Palm Beach County Public Safety Department
<b>Knowledge &amp; Skills</b>	Capitalize on the existing experience and expertise of the Palm Beach County Reentry Task Force service providers
<b>Stakeholders:</b>	<ul style="list-style-type: none"> <li>• Department of Juvenile Justice</li> <li>• Palm Beach County Public Safety Department</li> <li>• The Reentry Center</li> </ul>
	<ul style="list-style-type: none"> <li>• CareerSource</li> <li>• Business community</li> <li>• Gulfstream Goodwill</li> </ul>
	<ul style="list-style-type: none"> <li>• The Lord's Place</li> <li>• Law enforcement</li> <li>• Faith based communities</li> </ul>

\*Young African American Males will be abbreviated as YAAM throughout this chart\*

## Objective 1: To determine why young African American males are rearrested in identified neighborhoods

Supporting Activities	Success Indicators	Current Data	Change We Want to See	Data Collection	Funding	Lead Organization	Timeline (Current/ Future)
<i>Qualitative data analysis</i>	<ul style="list-style-type: none"> <li>• Participation in focus groups</li> </ul>	Community conversations data	<ul style="list-style-type: none"> <li>• Understanding recidivism among YAAM in the 3 target neighborhoods</li> </ul>	<ul style="list-style-type: none"> <li>• Focus groups</li> </ul>	<b>To be determined</b>	<ul style="list-style-type: none"> <li>• Mayor's Office</li> <li>• Public Safety Department</li> </ul>	Future: 2019
<i>Quantitative data analysis</i>	<ul style="list-style-type: none"> <li>• Completed reports and analysis</li> </ul>	Reports from Mayor's Office Summer Intern	<ul style="list-style-type: none"> <li>• Understanding causal factors of recidivism among YAAM in 3 target neighborhoods</li> </ul>	<ul style="list-style-type: none"> <li>• RENEW Database</li> </ul>	<b>FUNDED</b> \$105,000 (RENEW development and maintenance)	<ul style="list-style-type: none"> <li>• Mayor's Office</li> <li>• Public Safety Department</li> </ul>	Future: 2019

**Objective 2: To create a new team of reentry professionals to focus on these neighborhoods**

Supporting Activities	Success Indicators	Current Data	Change We Want to See	Data Collection	Funding	Lead Organization	Timeline (Current/Future)
<i>Reentry Simulation</i>	<ul style="list-style-type: none"> <li># of attendees</li> </ul>	75 attendees	<ul style="list-style-type: none"> <li>Increased participation</li> <li>Improved understanding difficulty transitioning back to the community</li> </ul>	<ul style="list-style-type: none"> <li>Feedback surveys</li> </ul>	<p><b>FUNDED</b> \$2,000 (food)</p>	<ul style="list-style-type: none"> <li>Mayor's Office</li> <li>Palm Beach County Reentry Task Force</li> </ul>	Ongoing: 1x/year
<i>Train case managers and therapists in cultural competency</i>	<ul style="list-style-type: none"> <li># of case managers trained</li> <li># of therapists trained</li> </ul>	50% of those that express interests in programming are enrolled	<ul style="list-style-type: none"> <li>Increased program enrollment from 50% to 75% of those eligible and interested in services</li> </ul>	<ul style="list-style-type: none"> <li>Tracking enrollment</li> </ul>	<p><b>FUNDING NEEDED</b> \$50,000 (case manager Gulfstream Goodwill) + \$75,000 (therapist)</p>	<ul style="list-style-type: none"> <li>Palm Beach County Public Safety Justice Services Division</li> </ul>	Future: when funding is obtained

**Objective 2: To create a new team of reentry professionals to focus on these neighborhoods (continued)**

Supporting Activities	Success Indicators	Current Data	Change We Want to See	Data Collection	Funding	Lead Organization	Timeline (Current/Future)
<i>Recruit and hire peer mentors</i>	<ul style="list-style-type: none"> <li># of peer mentors hired</li> <li># of peer mentors trained</li> <li># of client assigned a peer mentor</li> </ul>	50% of those that express interests in programming are enrolled	<ul style="list-style-type: none"> <li>75% of individuals that express interest in programming are enrolled</li> </ul>	<ul style="list-style-type: none"> <li>MVI Evaluation reports</li> <li>Referrals</li> </ul>	<p><b>FUNDING NEEDED</b> \$50,000 (peer mentor Gulfstream Goodwill)</p>	<ul style="list-style-type: none"> <li>Palm Beach County Public Safety Justice Services Division</li> </ul>	Future: when funding is obtained
<i>Recruit culturally competent faith based representatives</i>	<ul style="list-style-type: none"> <li># of faith based representatives trained</li> </ul>	50% of those that express interests in programming are enrolled	<ul style="list-style-type: none"> <li>75% of individuals that express interest in programming are enrolled</li> </ul>	<ul style="list-style-type: none"> <li>One on one meetings with faith based reps</li> </ul>	<p><b>FUNDING NEEDED</b> in-kind (faith based representative)</p>	<ul style="list-style-type: none"> <li>Palm Beach County Public Safety Justice Services Division</li> <li>The Faith Community Network</li> </ul>	Future: when funding is obtained

**Objective 3: To provide transitional jobs for young African American males returning from incarceration**

Supporting Activities	Success Indicators	Current Data	Change We Want to See	Data Collection	Funding	Lead Organization	Timeline (Current/Future)
<i>Create employer network</i>	<ul style="list-style-type: none"> <li>• # of new transitional jobs</li> </ul>	New program	<ul style="list-style-type: none"> <li>• Provide 20 new transitional jobs</li> </ul>	<ul style="list-style-type: none"> <li>• Employer reports</li> </ul>	<p><b>FUNDING NEEDED</b> \$100,000 (20 new transitional jobs)</p>	<ul style="list-style-type: none"> <li>• Palm Beach County Public Safety Department</li> <li>• Employer Network</li> </ul>	Future: when funding is obtained
<i>Create apprenticeship opportunities</i>	<ul style="list-style-type: none"> <li>• Participant completion rate</li> </ul>	New program	<ul style="list-style-type: none"> <li>• Provide 20 new apprenticeships</li> <li>• Participants employment in unsubsidized job</li> </ul>	<ul style="list-style-type: none"> <li>• Employer reports</li> </ul>	<p><b>FUNDING NEEDED</b> in-kind (20 new apprenticeships)</p>	<ul style="list-style-type: none"> <li>• Palm Beach County Public Safety Department</li> <li>• Employer Network</li> </ul>	Future: when funding is obtained
<p>Total Annual In-Kind Reentry Services to WPB (\$487,179)</p> <ul style="list-style-type: none"> <li>• Gulfstream Goodwill Adult Reentry Contract- \$238,494 x 25% = \$59,623</li> <li>• Gulfstream Goodwill Juvenile Reentry Contract- \$374,745 X 10%= \$37,474</li> <li>• County Staff- \$285,082</li> </ul>							

## Chart 7: Detailed Action Plan - EMPLOYMENT AND TRAINING

<b>Goal:</b>	To assist young African American males in obtaining training, employment and a sustainable income			
<b>Purpose:</b>	To improve access and opportunity for young African American men			
<b>Long Term Change:</b>	More African American men from zip codes 33401 and 33407 trained and employed			
<b>Performance Measures:</b>	To reduce unemployment among young African American men and reduce number of community members living in poverty from zip codes 33401 and 33047			
<b>Knowledge &amp; Skills</b>	Data Collection: American Community Survey, Employment Rate and Poverty Rate Capitalize on existing resources represented in the Employment & Training Workgroup and from local businesses			
<b>Stakeholders:</b>	• HR professionals	• Chambers	• Business	• Community members • Community based organizations

\*Young African American males abbreviated to YAAM throughout this chart\*

### Objective 1: To promote and develop training programs

Supporting Activities	Success Indicators	Current Data	Change We Want to See	Data Collection	Funding	Lead Organization	Timeline (Current/Future)
CareerSource Palm Beach County Youth Service's Career Prep	<ul style="list-style-type: none"> <li>• YAAM participation</li> <li>• # of career placements</li> </ul>	To be calculated	<ul style="list-style-type: none"> <li>• 100 YAAM enrolled in and successfully completed one of the listed training programs</li> <li>• Increased full time employment</li> </ul>	<ul style="list-style-type: none"> <li>• Track successful placement in full time employment</li> <li>• MVI Evaluation Report</li> </ul>	<b>FUNDED</b>	<ul style="list-style-type: none"> <li>• CareerSource Palm Beach County</li> </ul>	Current: ongoing
City of West Palm Beach Internship Program	<ul style="list-style-type: none"> <li>• YAAM interns</li> <li>• Interns hired fulltime</li> <li>• Partnerships established</li> <li>• Other City of West Palm Beach Departments involved</li> </ul>	To be calculated & Public Works involved	<ul style="list-style-type: none"> <li>• Increased full time employment</li> </ul>	<ul style="list-style-type: none"> <li>• MVI Evaluation Report</li> </ul>	<b>FUNDED</b>	<ul style="list-style-type: none"> <li>• Mayor's Office</li> <li>• City of West Palm Beach Public Works</li> </ul>	Current: ongoing

Objective 1: To promote and develop training programs (continued)							
Supporting Activities	Success Indicators	Current Data	Change We Want to See	Data Collection	Funding	Lead Organization	Timeline (Current/Future)
<i>Palm Beach County Workforce Development Program</i>	<ul style="list-style-type: none"> <li># of YAAM trained</li> </ul>	To be calculated	<ul style="list-style-type: none"> <li>100 YAAM enrolled in and successfully completed one of the listed training programs</li> </ul>	<ul style="list-style-type: none"> <li>MVI Evaluation Report</li> </ul>	<b>FUNDED</b> PBC receives 30% Penny Sales Tax	<ul style="list-style-type: none"> <li>CareerSource Palm Beach County</li> </ul>	Current: on hold waiting for meetings to resume
<i>Square One Initiative: Reconnecting Disconnected Young Adults</i>	<ul style="list-style-type: none"> <li>YAAM participation</li> <li>Jobs accessed</li> <li>Access to other services</li> </ul>	To be calculated	<ul style="list-style-type: none"> <li>Increased full time employment</li> </ul>	<ul style="list-style-type: none"> <li>MVI Evaluation Report</li> </ul>	<b>FUNDED</b>	<ul style="list-style-type: none"> <li>West Palm Beach Mandel Public Library</li> </ul>	Current: ongoing
<i>Develop a communication strategy</i>	<ul style="list-style-type: none"> <li>Community strategy developed</li> </ul>	New program	<ul style="list-style-type: none"> <li>Communication strategy implemented</li> <li>Increased awareness of employment and training programs</li> </ul>	<ul style="list-style-type: none"> <li>Social media hits</li> </ul>	<b>FUNDED</b> Mosaic Group budget	<ul style="list-style-type: none"> <li>The Mosaic Group</li> </ul>	Future: 2019
<i>Implement a trackable credentialing program</i>	<ul style="list-style-type: none"> <li>Finding lead agency to support program</li> <li>Mission, vision, goals established</li> </ul>	New program	<ul style="list-style-type: none"> <li>Increased YAAM participation</li> <li>Increased YAAM with credentials</li> </ul>	<ul style="list-style-type: none"> <li>MVI Evaluation Report</li> </ul>	<b>To be determined</b>	<ul style="list-style-type: none"> <li>Mayor's Office</li> <li>Local nonprofit(s)</li> <li>Schools, colleges</li> </ul>	Future: to be determined
Objective 2: To secure employment opportunities for young African American males							
Supporting Activities	Success Indicators	Current Data	Change We Want to See	Data Collection	Funding	Lead Organization	Timeline (Current/Future)
<i>"Ban the Box"</i>	<ul style="list-style-type: none"> <li>More individuals with criminal background hired</li> <li>Business engagement</li> </ul>	Government jobs with City of WPB and the county	<ul style="list-style-type: none"> <li>Increase in businesses who have "Banned the Box"</li> </ul>	<ul style="list-style-type: none"> <li>Success stories from employees</li> </ul>	<b>N/A</b>	<ul style="list-style-type: none"> <li>WPB City Government</li> <li>PBC Government</li> <li>The Mosaic group</li> </ul>	Current: ongoing
<i>Living Wage Ordinance</i>	<ul style="list-style-type: none"> <li>Compliance</li> </ul>	West Palm Beach	<ul style="list-style-type: none"> <li>100% compliance</li> <li>Increase in fair wages</li> </ul>	<ul style="list-style-type: none"> <li>West Palm Beach City Government</li> </ul>	<b>N/A</b>	<ul style="list-style-type: none"> <li>City of WPB Procurement Department</li> </ul>	Current: ongoing

**Objective 2: To secure employment opportunities for young African American males (continued)**

Supporting Activities	Success Indicators	Current Data	Change We Want to See	Data Collection	Funding	Lead Organization	Timeline (Current/Future)
<i>Local Hiring Ordinance</i>	<ul style="list-style-type: none"> <li>Compliance</li> </ul>	West Palm Beach	<ul style="list-style-type: none"> <li>100% compliance</li> <li>Increased effort to target this ordinance toward 33407 and 33401</li> </ul>	<ul style="list-style-type: none"> <li>West Palm Beach City Government</li> </ul>	<b>N/A</b>	<ul style="list-style-type: none"> <li>WPB Procurement Department</li> <li>African American Advisory Council</li> </ul>	Current: ongoing
<i>Summer Jobs Program</i>	<ul style="list-style-type: none"> <li># of summer jobs</li> <li># of YAAM participants</li> <li># of private businesses participating</li> </ul>	<ul style="list-style-type: none"> <li>City Departments participated</li> <li>26 participants (10 - 12 YAAM) in 2018</li> </ul>	<ul style="list-style-type: none"> <li>Increased participation from YAAM</li> <li>Increased private business participation</li> </ul>	<ul style="list-style-type: none"> <li>Follow up surveys</li> <li>MVI Evaluation Report</li> </ul>	<b>FUNDED</b> \$75,000	<ul style="list-style-type: none"> <li>Mayor's Office</li> </ul>	Current: occurs in summer months
<i>Urban League's Clean Team</i>	<ul style="list-style-type: none"> <li># of participants in program</li> <li>Link to city intern program with public works</li> </ul>	<ul style="list-style-type: none"> <li>8 YAAM per year</li> </ul>	<ul style="list-style-type: none"> <li>Increased job readiness skills</li> </ul>	<ul style="list-style-type: none"> <li>Follow up surveys</li> <li>MVI Evaluation Report</li> </ul>	<b>FUNDED</b> \$97,188	<ul style="list-style-type: none"> <li>Urban League of Palm Beach County</li> <li>Mayor's Office</li> </ul>	Current: ongoing
<i>Urban League's Urban Youth Empowerment Program WORKS (UYEP WORKS)</i>	<ul style="list-style-type: none"> <li># of participants</li> <li># of activities engaged in by participants</li> <li>Link to intern program with public works</li> </ul>	36 males a year	<ul style="list-style-type: none"> <li>Increase in job readiness skills</li> <li>Full time employment</li> <li>Increased participation from YAAM from three target neighborhoods</li> </ul>	<ul style="list-style-type: none"> <li>Time sheets</li> <li>Follow up surveys</li> <li>Business surveys</li> </ul>	<b>FUNDED</b> \$159,000	<ul style="list-style-type: none"> <li>Urban League of Palm Beach County</li> <li>Mayor's Office</li> </ul>	Current: ongoing
<i>Bonding</i>	<ul style="list-style-type: none"> <li># of employers participating</li> <li># of employees hired under bonding</li> </ul>	To be calculated	<ul style="list-style-type: none"> <li>Increased business participation</li> <li>Increased awareness of bonding</li> </ul>	<ul style="list-style-type: none"> <li>MVI Evaluation Report</li> </ul>	<b>To be determined</b>	<ul style="list-style-type: none"> <li>CareerSource Palm Beach County</li> </ul>	Future: to be determined

Objective 2: To secure employment opportunities for young African American males (continued)							
Supporting Activities	Success Indicators	Current Data	Change We Want to See	Data Collection	Funding	Lead Organization	Timeline (Current/Future)
Create a "matchmaking" program	<ul style="list-style-type: none"> <li>Finding the lead agency to support this program</li> <li>Mission, vision, goals established</li> </ul>	New program	<ul style="list-style-type: none"> <li>Established system for linkage to employment</li> </ul>	<ul style="list-style-type: none"> <li>Track progress</li> <li>MVI Evaluation Report</li> </ul>	<b>To be determined</b>	<ul style="list-style-type: none"> <li>Mayor's Office</li> <li>Local nonprofit to be identified</li> </ul>	Future: to be determined
Expungements	<ul style="list-style-type: none"> <li>Finding the lead agency to support this program</li> <li>Program mission, vision, goals established</li> </ul>	New program	<ul style="list-style-type: none"> <li>Affordable or free resources available to assist with expungements</li> </ul>	<ul style="list-style-type: none"> <li>Track progress</li> <li>MVI Evaluation Report</li> </ul>	<b>To be determined</b>	<ul style="list-style-type: none"> <li>Local agency to be identified</li> </ul>	Future: to be determined
Objective 3: To engage businesses to employ more young African American males							
Supporting Activities	Success Indicators	Current Data	Change We Want to See	Data Collection	Funding	Lead Organization	Timeline (Current/Future)
Monthly Workforce Development Meeting	<ul style="list-style-type: none"> <li># of service providers engaged</li> </ul>	To be calculated	<ul style="list-style-type: none"> <li>Increased programs targeted toward YAAM's employment</li> <li>25 full time jobs for YAAM</li> <li>20 new employers involved in the initiative</li> </ul>	<ul style="list-style-type: none"> <li>Monthly updates at meetings</li> </ul>	<b>FUNDED</b>	<ul style="list-style-type: none"> <li>Mayor's Office</li> </ul>	Current: 3rd Friday every month
Young Adult Job and Resource Fair	<ul style="list-style-type: none"> <li># of local businesses participating</li> <li># of youth attending</li> </ul>	25 local businesses participated & hundreds of youth attended (2017)	<ul style="list-style-type: none"> <li>Increased participation from YAAM</li> <li>Increased diverse business participation</li> </ul>	<ul style="list-style-type: none"> <li># of attendees by type</li> </ul>	<b>FUNDED</b>	<ul style="list-style-type: none"> <li>City of West Palm Beach's Mayor's Office</li> </ul>	Current: 1x/year

**Objective 3: To engage businesses to employ more young African American males (continued)**

Supporting Activities	Success Indicators	Current Data	Change We Want to See	Data Collection	Funding	Lead Organization	Timeline (Current/Future)
<i>Building relationships with local business professionals and listing them</i>	<ul style="list-style-type: none"> <li>Business participation</li> </ul>	New program	<ul style="list-style-type: none"> <li>Accessible list developed</li> <li>List advertised</li> <li>Increased business engagement</li> </ul>	<ul style="list-style-type: none"> <li>One on one meeting with businesses</li> <li>Clicks to employer list</li> </ul>	<b>To be determined</b>	<ul style="list-style-type: none"> <li>Mayor's Office</li> <li>Employment &amp; Training Workgroup</li> <li>Monthly Workforce Development group</li> </ul>	Future: 2019
<i>Funding for businesses through private model &amp; government model</i>	<ul style="list-style-type: none"> <li>Sources of funding identified</li> </ul>	New program	<ul style="list-style-type: none"> <li>Increased funding for employment and training opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Online and local research</li> </ul>	<b>To be determined</b>	<ul style="list-style-type: none"> <li>Mayor's Office</li> <li>Employment &amp; Training Workgroup</li> </ul>	Future: 2019
<i>Entrepreneurship programs</i>	<ul style="list-style-type: none"> <li>Finding the lead agency to support this program</li> <li>YAAM participation in future entrepreneurship programs</li> </ul>	New program	<ul style="list-style-type: none"> <li>Entrepreneurship program(s) identified and/or created</li> <li>4 new self owned businesses started by YAAM</li> </ul>	<ul style="list-style-type: none"> <li>Small business ownership statistics</li> <li>MVI Evaluation Report</li> </ul>	<b>To be determined</b>	<ul style="list-style-type: none"> <li>Local organizations to be identified</li> </ul>	Future: to be determined
<i>Student engagement</i>	<ul style="list-style-type: none"> <li>New partnerships established</li> </ul>	New program	<ul style="list-style-type: none"> <li>Increased partnerships between schools and local businesses</li> <li>Stronger school to employment/training pipeline</li> </ul>	<ul style="list-style-type: none"> <li>MVI Evaluation Report</li> </ul>	<b>To be determined</b>	<ul style="list-style-type: none"> <li>Local businesses</li> <li>Palm Beach Lakes High School</li> <li>Forest Hill High School</li> </ul>	Future: to be determined
<i>Work Opportunity Tax Credit</i>	<ul style="list-style-type: none"> <li># of businesses using the WOTC</li> <li># of YAAM hired</li> </ul>	To be calculated	<ul style="list-style-type: none"> <li>Increased businesses participation in WOTC</li> <li>Targeted toward hiring YAAM</li> </ul>	<ul style="list-style-type: none"> <li>Businesses surveys</li> </ul>	<b>To be determined</b>	<ul style="list-style-type: none"> <li>Local agency to be determined</li> </ul>	Future: to be determined

## Chart 8: Detailed Action Plan - EDUCATION

<b>Goal:</b>	To improve educational achievement for young African American males						
<b>Purpose:</b>	To ensure the success of all students, in particular African American male students, and narrow the achievement gaps						
<b>Long Term Change:</b>	Increased number of students graduating from high school and pursuing post-secondary options						
<b>Performance Measures:</b>	Increase graduation rates within zip codes 33401 and 33407 from 82% to 92%						
<b>Knowledge &amp; Skills</b>	Data Collection: School District of Palm Beach County						
<b>Stakeholders:</b>	Capitalize on existing resources represented in the Education Workgroup and local youth development programs <ul style="list-style-type: none"> <li>• Residents</li> <li>• Government</li> <li>• School District</li> <li>• Funders</li> <li>• Churches</li> <li>• Nonprofits</li> <li>• Hardware</li> <li>• Wireless access</li> <li>• Training software</li> <li>• Adult Education practitioners</li> <li>• Union apprenticeship representatives</li> <li>• Technology-based company representatives</li> <li>• Neighborhood Associations</li> <li>• Local Businesses</li> </ul>						
*Young African American males abbreviated to YAAM throughout this chart *							
<b>Objective 1: To embed cultural competency within the instructional practices in and out of the classroom</b>							
<b>Supporting Activities</b>	<b>Success Indicators</b>	<b>Current Data</b>	<b>Change We Want to See</b>	<b>Data Collection</b>	<b>Funding</b>	<b>Lead Organization</b>	<b>Timeline (Current/Future)</b>
<i>Professional development for teachers and staff on cultural competency</i>	<ul style="list-style-type: none"> <li>• School participation</li> <li>• Teacher participation</li> <li>• Staff participation</li> </ul>	To be calculated	<ul style="list-style-type: none"> <li>• All teachers and staff trained in cultural competency</li> <li>• All schools offer cultural competency professional development</li> </ul>	<ul style="list-style-type: none"> <li>• # of trainings</li> </ul>	<b>To be determined</b>	<ul style="list-style-type: none"> <li>• School District of Palm Beach County</li> </ul>	Current: ongoing
<i>Communities of practice</i>	<ul style="list-style-type: none"> <li>• Teacher participation</li> </ul>	New program	<ul style="list-style-type: none"> <li>• More culturally competent educators</li> </ul>	<ul style="list-style-type: none"> <li>• Success stories</li> </ul>	<b>To be determined</b>	<ul style="list-style-type: none"> <li>• School District of Palm Beach County</li> </ul>	Current: ongoing
<b>Objective 2: To identify, increase or create after school opportunities for high school students</b>							
<b>Supporting Activities</b>	<b>Success Indicators</b>	<b>Current Data</b>	<b>Change We Want to See</b>	<b>Data Collection</b>	<b>Funding</b>	<b>Lead Organization</b>	<b>Timeline (Current/Future)</b>
<i>Continue supporting elementary and early middle school students' after school activities</i>	<ul style="list-style-type: none"> <li>• # of students enrolled</li> <li>• # of students passing to next grade level</li> <li>• Improved test scores</li> </ul>	To be calculated	<ul style="list-style-type: none"> <li>• Student involvement in pro-social activities</li> <li>• Improved academic progress</li> </ul>	<ul style="list-style-type: none"> <li>• Sign in sheets</li> <li>• MVI Evaluation Report</li> </ul>	<b>FUNDED</b>	<ul style="list-style-type: none"> <li>• Various youth development programs located in the North End</li> </ul>	Current: ongoing
<i>Center for Arts &amp; Technology in the Historic Northwest Neighborhood</i>	<ul style="list-style-type: none"> <li>• Board positions filled</li> <li>• Nonprofit status secured</li> <li>• Funds secured</li> <li>• Building site identified</li> </ul>	New program	<ul style="list-style-type: none"> <li>• 150-200 teenage students from the northwest neighborhood engaged in CAT programs annually</li> <li>• 40 adults from the northwest neighborhood engaged in CAT programs annually</li> </ul>	<ul style="list-style-type: none"> <li>• MVI Evaluation Report</li> </ul>	<b>FUNDING NEEDED</b> \$4 million (partially funded still fundraising)	<ul style="list-style-type: none"> <li>• National Center of Arts &amp; Technology</li> <li>• WPB Community Redevelopment Agency</li> </ul>	Current: opening Fall 2020 or Spring 2021

Objective 3: To increase access to post secondary opportunities							
Supporting Activities	Success Indicators	Current Data	Change We Want to See	Data Collection	Funding	Lead Organization	Timeline (Current/Future)
Provide GED opportunities	<ul style="list-style-type: none"> <li># of YAAM obtaining their GED</li> </ul>	To be calculated	<ul style="list-style-type: none"> <li>Increased YAAM with GED</li> </ul>	<ul style="list-style-type: none"> <li>MVI Evaluation Report</li> </ul>	<b>FUNDED</b>	<ul style="list-style-type: none"> <li>Vickers House</li> <li>Urban League of Palm Beach County</li> </ul>	Current: ongoing
Square One Initiative: Reconnecting Disconnected Young Adults	<ul style="list-style-type: none"> <li># of YAAM accessing education resources</li> </ul>	To be calculated	<ul style="list-style-type: none"> <li>Increased use of services through Square One</li> </ul>	<ul style="list-style-type: none"> <li>MVI Evaluation Report</li> </ul>	<b>FUNDED</b>	<ul style="list-style-type: none"> <li>Mandell Public Library</li> </ul>	Current: ongoing
Establish current data points for post-secondary options	<ul style="list-style-type: none"> <li>Report on YAAM high school equivalency, post secondary credentials</li> </ul>	To be calculated	<ul style="list-style-type: none"> <li>Better understanding of educational and post secondary attainment</li> </ul>	<ul style="list-style-type: none"> <li>Data requests</li> </ul>	<b>N/A</b>	<ul style="list-style-type: none"> <li>Palm Beach County School District</li> <li>Achieve PBC</li> </ul>	Future: 2019
Asset mapping for local post secondary opportunities	<ul style="list-style-type: none"> <li>Identify programs: <ul style="list-style-type: none"> <li>High school equivalency</li> <li>Adult education</li> <li>Technology training</li> <li>Vocational training</li> </ul> </li> </ul>	New program	<ul style="list-style-type: none"> <li>Identify 100% of local resources</li> </ul>	<ul style="list-style-type: none"> <li>Research and compare to local resources (Achieve PBC)</li> </ul>	<b>N/A</b>	<ul style="list-style-type: none"> <li>Mayor's Office</li> <li>Achieve PBC</li> <li>Education Workgroup</li> </ul>	Future: 2019
Identify gaps in services	<ul style="list-style-type: none"> <li>Gaps in programs, services, resources identified</li> </ul>	New program	<ul style="list-style-type: none"> <li>Each neighborhood has at least one location that provides resources for high school equivalency, adult education, and technology and vocational training</li> </ul>	<ul style="list-style-type: none"> <li>Research and compare to local resources</li> </ul>	<b>To be determined</b>	<ul style="list-style-type: none"> <li>Mayor's Office</li> <li>Education Workgroup</li> </ul>	Future: 2019
Capacity building to local organizations	<ul style="list-style-type: none"> <li>Needs identified</li> </ul>	New programs	<ul style="list-style-type: none"> <li>Post secondary programs/agencies have the resources needed</li> </ul>	<ul style="list-style-type: none"> <li>MVI Evaluation Report</li> </ul>	<b>To be determined</b>	<ul style="list-style-type: none"> <li>Mayor's Office</li> <li>Local capacity building agencies</li> </ul>	Future: to be determined

## Chart 9: Detailed Action Plan - HEALTH

<b>Goal:</b>	To improve mental and physical health outcomes in the Northwest community of West Palm Beach prioritizing African American males		
<b>Purpose:</b>	To increase life expectancy and decrease overall negative health outcomes inclusive of Social Determinants of Health		
<b>Long Term Change:</b>	Increased number of African American males enrolled in healthcare options and aware of local resources		
<b>Performance Measures:</b>	<p>Increase rates of community members with health insurance in three target neighborhoods by 10%</p> <p>Increased representation of young African American males in redefining their health and wellbeing</p> <p>Data Collection: American Community Survey, Health Insurance</p> <p>Data Collection: Participation at health fairs and community conversations</p> <p>Key partners participate in Racial Equity Institute, cultural competency, aware of Social Determinants of Health, and relationship building</p>		
<b>Knowledge &amp; Skills</b>	<ul style="list-style-type: none"> <li>Resident Leaders</li> <li>Inner City Innovators</li> <li>City of West Palm Beach</li> <li>211</li> <li>CHIP</li> <li>County Clinics</li> <li>Healthier Neighbors (HN)</li> <li>PBC Sickle Cell Foundation</li> </ul>	<ul style="list-style-type: none"> <li>National Association of Mental Illness</li> <li>Palm Health Foundation</li> <li>MOSAIC Group- Marketing</li> <li>PBC Department of Health</li> <li>Northwest Community Consortium Inc. (NCCI)</li> <li>UB Kinsey planned Community Medical Center</li> <li>FAU Community Health Center</li> <li>Health Council of Southeast Florida</li> </ul>	<ul style="list-style-type: none"> <li>Grassroots organizations within 33401</li> <li>Southeast Florida Behavioral Health Network (SEFBHN)</li> <li>Mental Health Association</li> <li>Healthy Mothers Healthy Babies</li> <li>Bridges at West Palm Beach</li> <li>Tabernacle Missionary Baptist Church</li> </ul>
<b>Stakeholders:</b>			

\*Young African American Males is abbreviated to YAAM throughout this chart\*

### Objective 1: Locate current resources and gather an inventory of services provided in the community

Supporting Activities	Success Indicators	Current Data	Change We Want to See	Data Collection	Funding	Lead Organization	Timeline (Current/Future)
<i>To identify and engage more grassroots organizations and faith based organizations</i>	<ul style="list-style-type: none"> <li>Attendance of grassroots organizations and faith based organizations at supportive events</li> </ul>	New program	<ul style="list-style-type: none"> <li>Identify 100% of faith based organizations in target neighborhoods</li> </ul>	<ul style="list-style-type: none"> <li>Sign in sheets</li> </ul>	<p><b>FUNDING NEEDED</b></p> <p>In-kind (food)</p>	<ul style="list-style-type: none"> <li>Healthier Neighbors</li> <li>NCCI</li> <li>Palm Beach Clergy Alliance)</li> </ul>	<p>Current: ongoing</p>

**Objective 1: Locate current resources and gather an inventory of services provided in the community (cont.d)**

Supporting Activities	Success Indicators	Current Data	Change We Want to See	Data Collection	Funding	Lead Organization	Timeline (Current/Future)
FAU-Northwest Community Clinic	<ul style="list-style-type: none"> <li># of community members seeking services</li> </ul>	New program	<ul style="list-style-type: none"> <li>More community members accessing healthcare services in their community</li> </ul>	<ul style="list-style-type: none"> <li>MVI Evaluation Reports (HIPPA compliant)</li> </ul>	<b>To be determined</b>	<ul style="list-style-type: none"> <li>FAU</li> <li>UB Kinsey</li> </ul>	Current: in planning process
Partner with the West Palm Beach Housing Authority (WPBHA) to provide a resources on site	<ul style="list-style-type: none"> <li>Resident participation in events, especially health focused events</li> <li>YAAM participation</li> </ul>	To be collected	<ul style="list-style-type: none"> <li>Increased access to health services</li> <li>Increased knowledge of health resources</li> </ul>	<ul style="list-style-type: none"> <li>Surveys</li> <li>Sign in sheets</li> </ul>	<b>FUNDED</b> In-kind (WPBHA)	<ul style="list-style-type: none"> <li>WPBHA</li> <li>Pine Ridge Holistic Living Center</li> <li>Silver Palm Place Apartments</li> <li>Twin Lakes</li> </ul>	Current: ongoing
Create a centralized database of local programs, resources and providers	<ul style="list-style-type: none"> <li>Creation of comprehensive list</li> <li>Distribution of local resources to community</li> </ul>	New program	<ul style="list-style-type: none"> <li>Identify 100% of local mental health and physical health providers</li> </ul>	<ul style="list-style-type: none"> <li>Research and compare to local references</li> </ul>	<b>To be determined</b>	Healthier Neighbors, 211	Future: 2019
Establish a system for navigation to providers	<ul style="list-style-type: none"> <li>Identify local agencies to assist with navigation</li> <li>Focus on health concerns provided at Community Conversations</li> </ul>	New program	<ul style="list-style-type: none"> <li>Connect 50 YAAM to "medical homes"</li> <li>Connect 50 African American mothers to "medical homes"</li> </ul>	<ul style="list-style-type: none"> <li>MVI Evaluation Report</li> </ul>	<b>To be determined</b>	<ul style="list-style-type: none"> <li>Local agencies to be identified (such as Health Care District, Jerome Golden, DCF, FAU)</li> </ul>	Future: to be determined
Enroll individuals in health insurance	<ul style="list-style-type: none"> <li>Identify local agencies to assist with enrollment</li> <li># of people with health insurance</li> </ul>	To be calculated	<ul style="list-style-type: none"> <li>Increased # of individuals with health insurance</li> </ul>	<ul style="list-style-type: none"> <li>MVI Evaluation Report</li> <li>Reach out to partners</li> </ul>	<b>To be determined</b>	<ul style="list-style-type: none"> <li>Local agencies to be identified (SEFBHN)</li> </ul>	Future: to be determined
Increased sexual health education	<ul style="list-style-type: none"> <li>Finding lead agency to support program</li> </ul>	To be calculated	<ul style="list-style-type: none"> <li>Increased sexual health education for YAAM</li> </ul>	<ul style="list-style-type: none"> <li>MVI Evaluation Report</li> </ul>	<b>To be determined</b>	<ul style="list-style-type: none"> <li>Local agency to be identified</li> </ul>	Future: to be determined

Objective 2: Redefine health in the African American community based on resident input							
Supporting Activities	Success Indicators	Current Data	Change We Want to See	Data Collection	Funding	Lead Organization	Timeline (Current/Future)
<i>Obtain community input to redefine or expand their definition of health</i>	<ul style="list-style-type: none"> <li>• # of YAAM who give input</li> <li>• Resident engagement</li> <li>• Identify community assets</li> </ul>	<ul style="list-style-type: none"> <li>• 40-50 YAAM at community conversations</li> <li>• HN defined behavioral health</li> </ul>	<ul style="list-style-type: none"> <li>• 50 YAAM's input on redefining health from zip codes 33401 and 33407</li> <li>• Open dialogue with city about problems and solutions</li> </ul>	<ul style="list-style-type: none"> <li>• Sign in sheets</li> <li>• Documentation of input</li> <li>• Various data sources</li> </ul>	<b>To be determined</b>	<ul style="list-style-type: none"> <li>• HN</li> <li>• Ties that Bind</li> <li>• Community Foundation's "On the Table"</li> </ul>	<p>Current: ongoing</p>
<i>Establish a Mental Health Checkup to coincide with Mental Health Awareness Month</i>	<ul style="list-style-type: none"> <li>• Resident attendance to "check ups"</li> <li>• # of "check ups"</li> </ul>	New program	<ul style="list-style-type: none"> <li>• Normalizing mental health "check ups"</li> </ul>	<ul style="list-style-type: none"> <li>• Sign in sheet</li> <li>• MVI Evaluation Report</li> </ul>	<b>To be determined</b>	<ul style="list-style-type: none"> <li>• HN</li> <li>• Palm Beach Lakes</li> <li>• Forest Hill</li> <li>• School District of</li> <li>• Get Your Green On</li> </ul>	<p>Current: planning March-April 2019, event in May 2019</p>
<i>Implement regular mindfulness activities</i>	<ul style="list-style-type: none"> <li>• Identify interested agencies</li> <li>• YAAM participation</li> </ul>	To be calculated	<ul style="list-style-type: none"> <li>• Increase in resident attendance</li> <li>• Improved mental health</li> </ul>	<ul style="list-style-type: none"> <li>• Sign in sheets</li> <li>• Self-reported mental health</li> </ul>	<b>To be determined</b>	<ul style="list-style-type: none"> <li>• Palm Health ("Train the Brain")</li> <li>• T Leroy Jefferson Medical Society</li> <li>• Jump for Joy</li> </ul>	<p>Future: 2019</p>
<i>Hire two mobile Community Health Ambassadors</i>	<ul style="list-style-type: none"> <li>• Attendance at local events</li> <li>• # of YAAM engaged</li> <li>• # of referrals</li> <li>• Information shared with city/nonprofit staff</li> </ul>	New program	<ul style="list-style-type: none"> <li>• More face to face contact with the residents</li> <li>• Open dialogue about problems and solutions</li> </ul>	<ul style="list-style-type: none"> <li>• Surveys (nontraditional)</li> <li>• Documenting conversations</li> <li>• MVI Evaluation Report</li> </ul>	<b>FUNDING NEEDED</b> \$100,000 (\$50,000 x 2 positions)	<ul style="list-style-type: none"> <li>• Local nonprofit to be identified (such as NCCI, American Legion)</li> </ul>	<p>Future: once lead agency and funding identified</p>

Objective 2: Redefine health in the African American community based on resident input (cont.d)						
Supporting Activities	Success Indicators	Current Data	Change We Want to See	Data Collection	Funding	Lead Organization
<i>Trauma Informed Care</i>	<ul style="list-style-type: none"> <li>Finding the lead agency</li> <li>Scope defined</li> </ul>	New Program	<ul style="list-style-type: none"> <li>More trauma informed care providers in target neighborhoods</li> </ul>	<ul style="list-style-type: none"> <li>MVI Evaluation Report</li> </ul>	<b>To be determined</b>	<ul style="list-style-type: none"> <li>Birth to 22</li> <li>Center for Child Counseling</li> <li>Other agencies to be identified</li> </ul>
						Future: to be determined
Objective 3: Communicating healthier behaviors to include a cultural competency lens						
Supporting Activities	Success Indicators	Current Data	Change We Want to See	Data Collection	Funding	Lead Organization
<i>Racial Equity Institute trainings</i>	<ul style="list-style-type: none"> <li># of City of West Palm Beach staff attendees</li> </ul>	To be calculated	<ul style="list-style-type: none"> <li>Attendees join Racial Equity workgroup at Palm Beach Lakes High School</li> </ul>	<ul style="list-style-type: none"> <li>Follow up surveys</li> </ul>	<b>FUNDING NEEDED</b> \$10,000 (training)	<ul style="list-style-type: none"> <li>Mayor's Office</li> </ul>
<i>Assist young African American males in developing video content</i>	<ul style="list-style-type: none"> <li># of schools, clubs and organizations engaged</li> <li># of videos developed by youth</li> <li>Youth participation in health workgroup</li> </ul>	New program	<ul style="list-style-type: none"> <li>Create culturally relevant health campaigns that reflect Social Determinants of Health</li> </ul>	<ul style="list-style-type: none"> <li>Track online engagement</li> <li>Views</li> <li>Likes</li> <li>Shares</li> </ul>	<b>FUNDED</b> Mosaic Group + <b>FUNDING NEEDED</b> To be determined (materials)	<ul style="list-style-type: none"> <li>MOSAIC group</li> <li>Palm Beach Lakes High School</li> <li>Forest Hill High School</li> </ul>
						Current: 1x/year
<i>Youth Racial Equity Institute trainings</i>	<ul style="list-style-type: none"> <li># of attendees</li> <li># of schools, clubs or faith based organizations participating</li> </ul>	Pilot in Delray Beach and Boynton Beach	<ul style="list-style-type: none"> <li>Young people connecting with equity solutions</li> <li>Young people join racial equity workgroup at Palm Beach Lakes High School</li> <li>Young people forming youth racial equity workgroup</li> </ul>	<ul style="list-style-type: none"> <li>Follow up surveys</li> </ul>	<b>FUNDING NEEDED</b> \$10,000 (training)	<ul style="list-style-type: none"> <li>Local nonprofits to be identified (such as Healthier Neighbors, Urban League)</li> </ul>
						Future: on hold until further research



This *Action Plan* contains:

**5** goals | **15** objectives | **75** strategies

*It takes a village to improve the outcomes for young African American men in our community.*

*So let us ask:*

- How can my business help?
- How can my organization help?
- How can my agency help?
- How can my foundation help?
- How can I help?

