

ONE Lexington Strategic Plan 2022-2026



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Lexington-Fayette Urban County Government
OFFICE OF THE MAYOR

Linda Gorton
Mayor

Fall, 2022

Dear Friends,

Lexington works hard to keep our community safe, but we know there is work to do to combat violent crime. Our local government has taken a holistic approach in response to the rise in gun violence. One of the key programs we have developed is ONE Lexington.



In 2017, ONE Lexington was formed to increase attention on intervention, as well as coordination, to help reduce violent crime. This involves collaboration with local government, public and private partners. This city initiative leverages government resources and community partnerships to reduce gun violence affecting youth and young adults (ages 13-29), but also works as a liaison for public and private organizations working to combat ALL gun violence in Lexington.

We understand we cannot solve the problem of violent crime alone. And by working with our faith communities, schools, neighborhood leaders and government partners, we have developed a program that has produced good work helping our youth and young adults. Not only does this help those involved in gun violence, but it also addresses systemic disparities that can lead to the causes of violent crime.

The development of ONE Lexington's Neighborhood Engagement Team has enhanced the quality of life and safety of neighborhoods experiencing violent crime. The team delivers the resources residents need, and talks directly to those affected by violent acts. The group utilizes the P.I.E.R. strategy – Prevention, Intervention, Enforcement, and Re-entry – to provide assistance to the youth and young adults affected by, and involved in, violent crime.

I am so proud of the work done by our ONE Lexington team and the partners who have helped along the way. We have a vision to make Lexington a safer city by reducing gun violence among youth and young adults, and by utilizing community-based intervention, ONE Lexington has moved the needle forward.

Sincerely,

Linda Gorton
Mayor

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ACKNOWLEDGEMENTS

A special thank you to all organizations, community partners and individuals who have contributed to the advancement of our community, and the reduction of youth gun violence in our great city. *You are the heart of our city and your contributions big and small are greatly appreciated.*



EXECUTIVE SUMMARY

INTRODUCTION

Lexington has seen a rise in violent crime, especially among its youth and young adults. This created a need for increased intervention and coordination to verify where gaps in our services may exist. In 2017, we created the ONE Lexington initiative to coordinate activities addressing violent crime – inside city government, and outside, with public and private partners. We understand that the city cannot solve these problems alone. To make a difference, this work calls for our faith and non-profit communities, schools, and neighborhood leaders to join city government partners in wrapping our arms, hearts, and resources around these issues.



ONE LEXINGTON'S ORGANIZATIONAL FRAMEWORK



CURRENT TRENDS

Since 2017, gun violence in Lexington has been steadily on the rise. However, due to current intervention efforts, city statistics show a decrease in gun violence in youth and young adults ages 13 - 29.

Lexington Homicides

Ages 30 <	Number of Homicides
2021	29
2022 – to date of report	31
5-year average (2017-2021)	20.6
Ages 13-29	Number of Homicides
2021	20
2022 - to date of report	*10
5-year average (2017-2021)	12.6

* To date, there has been a 50% reduction in homicides related to youth and young adults ages 13-19 between the years 2021 and 2022.

Lexington Shootings

Ages 30 <	Number of Shootings
2021	111
2022 - to date	104
Ages 13-29	Number of Shootings
2021	69
2022 - to date	*62

* To date, there has been a 9% reduction in shootings related to youth and young adults ages 13-19 between the years 2021 and 2022.

SWOT ANALYSIS

In the spring of 2022, ONE Lexington leadership and community stakeholders convened to discuss the status and future of ONE Lexington. During the gathering, hosted and facilitated by Cities United, participants engaged in a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis. This process allowed for an in-depth analysis of ONE Lexington’s initiatives, in conjunction with its community partners.

ATTENDEES:

PARTICIPANT

ORGANIZATION

Ken Armstrong	City of Lexington Public Safety
Kacy Allen-Bryant	City of Lexington Social Services
Tiffany Brown	City of Lexington Mayor’s Office
Devine Carama	City of Lexington ONE Lexington
David Cozart	Lexington Leadership Foundation
Elodie Dickinson	City of Lexington WORKLex
Denotra Gunther	Fayette District Judge
Bryan Hains	University of Kentucky
Larry Johnson	City of Lexington ONE Lexington
TK Logan	University of Kentucky
Martin Schafer	Fayette County Public Schools
Tyler Scott	City of Lexington Mayor’s Office
Lawrence Weathers	City of Lexington Police Department

SWOT RESULTS

STRENGTHS		
Devine's community connections	Current Mentoring	Passion of Staff
Mayor's Commitment	Active & Willing Community Members	Summer Programming
	Strong Community Relationships & Support	
WEAKNESSES		
Organizational Competition for Resources	Gaps in Community Service	Community Apathy Regarding Violence
Limited Youth Programming All Year Round	Limited Staff (Two Staff Members)	Local Policy Deficit
Access to Local Data is Limited	Cultural Distrust of Government	Infighting
Street Outreach	Lack of Latin Community Organizers	
OPPORTUNITIES		
Local & National Focus on Gun Violence Reduction	Strong Partnerships with Social Support Resources	Solidarity & Capacity Where it Did Not Exist Previously
Grant Opportunities	Cohesive Strategy Building	Expand Youth Development Opportunities
Maximizing Interests from Business Community	Programming in Jails	Scholarships for Secondary Minority Students
	Team Development	
THREATS		
Losing Momentum of Initiatives	Youth Gang Culture	Government Priorities Changing
Limited & Sporadic Funding	Leadership Shifts	Negativity From Internal & External Forces
Gun Access	Opposition to Racial Equity in Lexington	Staff Turnover
Mental Health	Strained Justice System	Domestic Violence

STRATEGIC PLAN

To effectively address youth and young adult gun violence within Lexington, ONE Lexington leadership, in collaboration with the Community Innovation Lab at the University of Kentucky, Cities United and community partners, established a four-year strategic plan. While ONE Lexington provides city-wide leadership to reduce youth and young adult gun violence, its leadership fully understands that to effectively reduce gun violence in Lexington there needs to be strong collaboration among community partners.



ONE Lexington's Collaborative Partners

LEADERSHIP STRATEGIES: FACILITATION

Because of its collaborative nature, the strategic plan is broken into two sections.

- 1. ONE Lexington leadership strategies to support and address youth and young adult gun violence in Lexington.***
- 2. City-wide strategic objectives to address community gun violence, guided by the P.I.E.R framework.***

The first section of the strategic plan includes ONE Lexington’s leadership strategies to support and address youth and young adult gun violence in Lexington. It is important to note that ONE Lexington serves to coordinate, leverage and mobilize city government and community resources to reduce gun violence among youth and young adults ages 13-29.



ONE LEXINGTON - FACILITATION OBJECTIVES

INITIAL (1-2 years)

- Provide professional development opportunities for collaborative stakeholders
 - Develop an online certificate program by December 2023
 - Online modules hosted on the ONE Lexington website
 - Topics of interest may include:

*(*Suggested topics are based on participant feedback, Fall 2021)*

<i>Youth Engagement</i>	<i>Volunteer Management</i>	<i>Program Evaluation</i>	<i>Grant Writing</i>
<i>Culturally Relevant Engagement</i>	<i>Non-profit Development</i>	<i>Generational Dynamics</i>	

- Develop a stepped fee structure for participants.
- Create an annual celebration for ONE Lexington by May 2023
- Coordinate social networking opportunities for community stakeholders (quarterly)
- Strengthen street outreach capacity through collaboration by 50%
- Secure an annual budget from the city of Lexington beginning July 2022
- Become a leading resource for matching volunteers with community organizations addressing gun violence by August 2023

INTERMEDIATE (2-4 years)

- **Enhance professional development opportunities for collaborative stakeholders by August 2024**
 - Coordinate workshops and keynote speakers for the *Gun Violence Reduction conference*
 - Continue to bolster the online certificate program
- **Develop sustainable funding strategies for ONE Lexington by July 2025**
 - Public & private funding, grants, and corporate sponsors
- **Establish an effective communication strategy for current and potential donors by July 2024**
 - Develop multiple communicative strategies for diverse donors
 - Market ONE Lexington as a platform for corporate social responsibility
- **Initiate internal leadership development activities for key collaborative stakeholders by July 2024**
- **Delegate quarterly social networking opportunities to community stakeholders by August 2024**
- **Explore opportunities to position ONE Lexington with Public Safety**
- **Formalize the annual celebration for ONE Lexington by September 2025**
 - Collaborating stakeholders, donors, and community
- **Re-evaluate professional development needs of community stakeholders in September 2025**
- **Evaluate focus on gun violence and explore violence comprehensively - July 2026**
- **Institutionalize funding strategies for ONE Lexington by July 2026**

LEADERSHIP STRATEGIES: COMMUNICATION

ONE LEXINGTON – COMMUNICATION OBJECTIVES

INITIAL (1-2 years)

- Clarify ONE Lexington’s role and scope to the public beginning 2022
 - Population served, mission and vision.
- Highlight community partner collaborations in all media
- Assess local social movements and proactively collaborate, when appropriate
- Provide multilingual communications designed by ONE Lexington beginning 2022
- Increase outreach to diverse communities
 - Culturally relevant public service announcements
 - Festival representation
- Establish bi-weekly radio updates to cultural radio stations
- Initiate a movement to openly discuss trauma among people of color through media
 - Collaborate with stakeholders to create PSA’s, radio, news media, podcasts
- Challenge mass media to highlight positive news stories pertaining to trauma and re-entry after incarceration beginning in 2022

INTERMEDIATE (2-4 years)

- **Develop a communication strategy for new and established collaborative partners by September 2024**
 - Initial meetings, onboarding, consistent communication, highlight established partners
- **Institute an annual conference solely focused on gun violence reduction with youth and young adults in 2024**
- **Normalize discussion about trauma and resources available to community through mass media by May 2025**
- **Continue to clarify ONE Lexington's roles to the public**
- **Continue highlighting community partner collaborations in all media**
- **Continue to collaborate on social movements when appropriate**
- **Continue to provide multilingual communications designed by ONE Lexington**
- **Create a constant communication strategy from ONE Lexington to all community stakeholders by August 2025**
 - Lexington citizens, new collaborators, established collaborators, civic government, and donors
- **Further establish an annual conference solely focused on gun violence reduction with youth and young adults**

LEXINGTON STRATEGIC OBJECTIVES

P.I.E.R

The second component of the strategic plan includes a ***city-wide*** plan that incorporates the collaborative goals of community stakeholders and is guided by the P.I.E.R. framework. The acronym stands for the gun violence prevention strategies: Prevention; Intervention; Enforcement; and Re-entry. It is through this framework that the Lexington community will address gun violence over the next four years.



PREVENTION

PREVENTION:

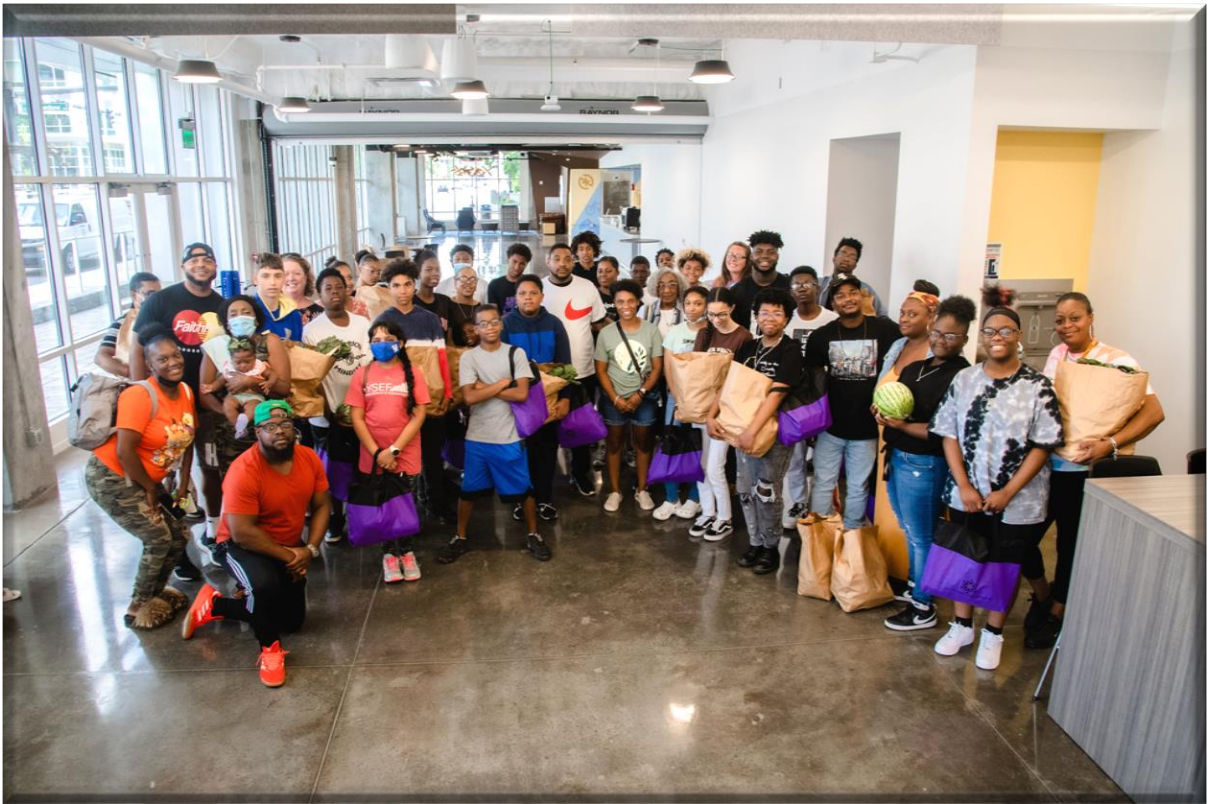
Efforts focused on the systemic barriers and root causes that lead to gun violence in communities. To identify individuals who are most vulnerable to the cycle of gun violence and attempt to break that cycle through wrap-around services and community support.

INITIAL (1-2 years)

- Engage all public middle and high schools in Fayette County, and work to identify those students most vulnerable to gun violence from each school by July 2023
 - Collaborate with local individuals and non-profit organizations, focusing on youth development, to be contact points for engagement.
- Develop longitudinal funding strategies to cover \$20,000 for each Lexington high school by July 2023
- Build community capacity to address the systemic issues that lead to gun violence
- Strengthen neighborhood engagement initiatives by including more individuals and organizational representation, increasing capacity by 30%
- Enhance community engagement by implementing community listening sessions focusing on gun violence reduction beginning May 2023
- Build solidarity and capacity among diverse community stakeholders by hosting collaborative visioning and discussion sessions beginning May 2023
- Initiate financial support to build community capacity while addressing youth and young adult gun violence beginning May 2022
 - Scholarship program, community grants, victim support

INTERMEDIATE (2-4 years)

- Transition school engagement programs to collaborating organizations by August 2024
- Secure funding for Public Safety Rising Seniors Scholarship in each high school by July 2025
- Transition neighborhood engagement to collaborative partners by August 2024
- Increase funding support by 30% and evaluate the impact of community capacity grants addressing youth and young adult gun violence by July 2026
- Initiate a comprehensive evaluation of violence intervention initiatives with community partners May 2024
- Establish mentoring programs in every school within Fayette County July 2026
- Solidify partnerships with key community leaders across all community sectors by July 2026



INTERVENTION

INTERVENTION:

Violence intervention programs provide evidence and community-informed, comprehensive support to individuals who are already in the cycle of gun violence, as a victim or a suspect. These programs are shown to reduce gunshot wounds and deaths in the neighborhoods most impacted by gun violence.

INITIAL (1-2 years)

- Strengthen city capacity for gun violence victim support by 30%
- Develop collaborative street outreach initiatives to respond to conflict in real time by December 2022
- Enhance capacity of youth mediation by 30%
- Formalize youth mediation protocols and strategies for ONE Lexington and its collaborative partners by August 2023
- Enhance the city's capacity to address youth and young adult gun violence through grant funding by 30%

INTERMEDIATE (2-4 years)

- Evaluate and re-examine gun violence victim support capacity August 2024
- Collaborate with community street outreach initiatives to respond to conflict real time August 2024
- Support development of city-wide youth mediation services through collaboration
- Evaluate youth mediation protocols and strategies beginning September 2024
- Increase funding support for enhancing the city's capacity to address youth and young adult gun violence by 30% July 2025
- Continue to search for and strengthen collaborations with public entities to further reduce gun violence
- Explore connections between substance use disorder and gun violence, and domestic violence and gun violence in 2025

ENFORCEMENT

ONE Lexington has no enforcement capabilities, and we leave that to our partners in Public Safety. However, we seek to use this part of our gun-violence prevention model as an opportunity to bridge the gap between communities of color and law enforcement. We understand that a better relationship between neighborhoods and public safety will ultimately make communities safer. We hope to encourage more community policing practices and create spaces where community members and police can come together.



RE-ENTRY

RE-ENTRY:

Re-entry is the process of ending a period of incarceration, leaving jail or prison, and returning to society after committing a violence act or being in illegal possession of a weapon.

Supporting individuals who are going through re-entry and helping them integrate back into society, decreasing the chances that they return to the cycle of violence.

INITIAL (1-2 years)

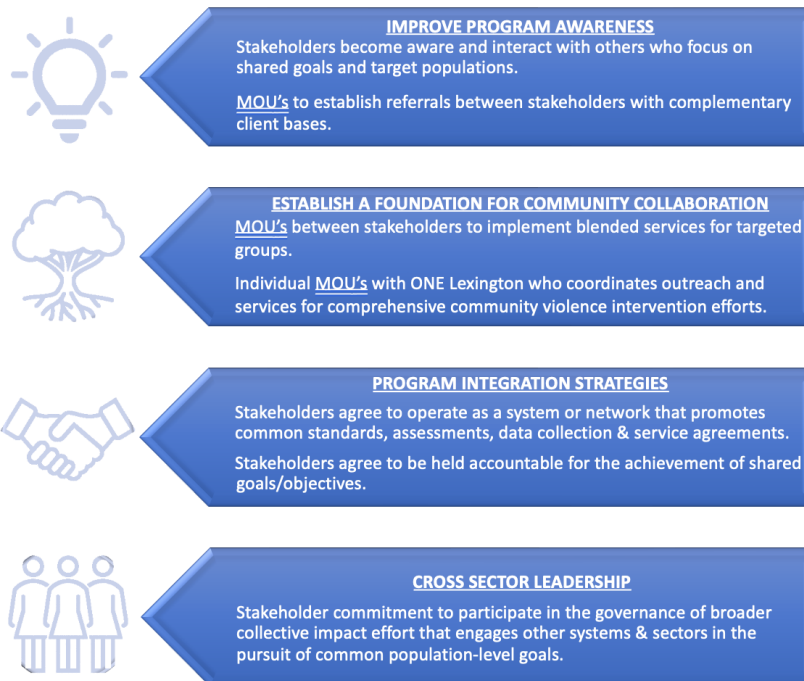
- Re-establish and explore collaborations for effective programming within juvenile court system 2022
- Enhance support for incarcerated youth and young adults by 30% in 2023

INTERMEDIATE (2-4 years)

- Strengthen programmatic and financial support for juvenile programming by 40% in 2025
- Enhance collaborative programming focusing on incarcerated youth and young adults within Fayette County in 2025
- Increase support re-entry programming for youth and young adults by 30% in 2026

EVALUATION

To evaluate our collaborative community efforts, ONE Lexington will be using a collective impact model. Collective impact initiatives focus on population-level or city-wide change. The collective impact model is intended to engage a range of programs and align their activities in service to a common agenda that is anchored in shared measures or frameworks i.e., the P.I.E.R framework. Collective impact initiatives frequently include diverse community leaders at the table. These leaders are seen as key for achieving the goal of “mutually reinforcing activities” (The Forum for Youth Investment, 2022). Through multiple data collection points and evaluation methods, ONE Lexington will use the following collective impact model to guide its evaluation.



*Collective Impact model adapted from (The Forum for Youth Investment, 2022)

ONE LEXINGTON'S CRISIS RESPONSE STRATEGY

Developed in partnership with Cities United

ONE Lexington currently employs rapid responses in the form of survivor services and street outreach work. Survivor services are structured through referrals to ONE Lexington to execute services such as conflict resolution, food support, temporary housing, and relocation. Currently, ONE Lexington joins with community partners for legal and funeral support.

ONE Lex's Current Survivor Services

ONE Lexington is referred to gunshot victims by law enforcement through Violence Intervention Group meetings, University of Kentucky's (UK) Trauma Center, or through a community member. Once they are given the victim's details, a rep from ONE Lexington or the Lexington Rescue mission's office responds to the victim and/or their family and assesses immediate and projected long-term needs.

ONE Lexington's Current Street Outreach Deployment

ONE Lexington deploys street outreach workers connected to the area of the shooting incident to try and find the source of the conflict in hopes of stopping retaliatory violence. If juveniles are victims or bystanders in a shooting incident, ONE Lexington coordinates with Fayette County Public Schools to utilize the schools' "Handle With Care" program, their crisis response mechanism designed to support students who have experienced traumatic events. Below are some of the street outreach resources currently used in crisis response:

- Violence Intervention Team (public and private community partners meet each week)
- Urban Impact (focuses on Woodhill area)

- ONE Lexington Street Outreach Team (city wide)
- M.A.D.E. (Motivation All Day Everyday - citywide gang prevention)

Structure of ONE Lexington Response Planning

Out of the Cities United Homicide and Shooting Crisis Response Framework, these recommended components would work best for ONE Lexington:

1. *Multi-Agency Coordination for the City of Lexington*
2. *Street Outreach & Violence Interruption*
3. *Asset-Framed Communications Strategy*
4. *Survivor Support*

1. Multi-agency coordination aims to facilitate the development of coherent and evidence-based approaches to preventing and reducing community violence, in line with the public approach. It brings together internal city agencies and community-based organizations to respond to a shooting and/or a homicide in a coordinated effort to support the victim, the victim’s family, and the communities impacted by the crisis.

For ONE Lexington:

ONE Lexington convenes a system of coordination with the communications departments, Office of Racial Equity, the Lexington Police Department, and the Mayor’s Office, along with community partners for response systems. These systems will be co-designed and co-owned among departments and selected community partners.

2. Street outreach strategies employ a public health approach to violence intervention. To do so, street outreach organizations provide both immediate crisis response services and long-term stabilization support to individuals and communities affected by gun violence. Street outreach programs deploy violence interrupters—often former members of street groups, with the credibility to speak to at-risk individuals—who help prevent shootings by

identifying and mediating conflicts immediately in a community and working with individuals most at risk.

Violence interruption at its core uses community engagement to stop lethal violence before it occurs, prevent its spread by interrupting ongoing conflicts, and develop community norms toward avoiding violence. In many cases, violence interruption programs include peer-based mentorship, job training, and other community support designed to help people overcome the oppressive socioeconomic inequality that breeds violence in certain communities.

For ONE Lexington:

For existing Community Violence Intervention (CVI) groups in Lexington, train street outreach and violence interrupters for shared knowledge, tools, and implementation of strategies. Subject Matter Experts considered for training are Eddie Woods from No More Red Dots in Louisville, or Aqueel Basheer in Los Angeles. The task of the training is to create mechanisms for response to incidents and services for victims. Pivotal areas for crisis response include street outreach and school-based incidents.

3. Asset-Framed Communications Strategy utilizes marketing and storytelling tactics to center and uplift the dreams, hopes and contributions of individuals directly impacted by violence. This strategy acknowledges loss of life and the dignity of life; highlights the need for collective healing and is transparent. It also uplifts youth, family, and community voices. It emphasizes the importance of trust and relationships; shares lessons learned and aims to promote a public health approach to community violence.

Tactics deployed include but are not limited to the following: social media campaigns, press releases and/or news conferences, blog entries, op-eds, town halls, billboard advertisements, radio segments, podcasts and more.

For ONE Lexington:

- ONE Lexington convenes the Department of Racial Equity, Police Department Communications Department, and Mayor's Office for internal alignment on communication responses for community violence.
 - Asset-Based Comms strategies on public engagement with the Mayor and the community crisis responses. Strategies will include a peer learning exchange with former Mayors from Knoxville and Minneapolis
 - Public marketing campaigns for ONE Lexington through social media, press conferences, radio, and culturally competent PSAs. Campaigns would include relationship building with community partners and Lexington cultural influencers.
4. Survivor support refers to the services and efforts employed to ensure that survivors of community violence are supported and cared for as they move toward long-term stabilization. This includes but is not limited to healthcare services, legal support, de-escalation, and retaliation (provided by trained interrupters), funeral support, relocation services, mental health support, and more.

ONE Lexington Victims Advocate Group Collaborators

- Moms Demand Action
- Lexington Police Victims Advocate
- Sheriff's Department's Victims Support team
- Lexington Rescue Mission in partnership with UK Trauma Center
- Black Soil
- FoodChain

ONE Lexington Funeral Support Collaborators

- Unity Worship Center (offer discounted services for homicide victims)
- Community member (though he is well known, this individual anonymously pays for funerals of homicide victims)
- Black Soil (food)
- FoodChain (food)

For ONE Lexington:

- Streamline coordination of existing survivor supports
- Build and sustain partnerships with community partners, providing services for victims
- Identify referral mechanisms for response and execution of services

