

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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HORSE CAPITAL OF THE WORLD

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

Within the last decade, 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 and outside city government. To do so effectively, it is crucial that we collaborate with public and private partners as 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.



CURRENT TRENDS

Since 2017, gun violence in Lexington has been steadily on the rise, especially since the 2020 pandemic. This spike included record breaking numbers of gun related homicides for three years in a row. However, due to the city's "all hearts on deck" approach, we have seen a drastic decrease in the number of gun-related homicides and shootings with youth and young adults ages 13 - 29 in 2023.

Lexington Homicides

Total	Number of Homicides
2023 – (January – August)	13
2022	29
2021	23
5-year average (2017-2021)	20.6
Ages 13-29	Number of Homicides
2023 – (January – August)	6
2022	6
2021	14
5-year average (2017-2021)	12.6

Lexington Shootings

Total	Number of Shootings
2023 – (January – August)	53
2022 - to date	73
2021	78
Ages 13-29	Number of Shootings
2023 – (January – August)	31
2022	48
2021	69

CITY-WIDE STRATEGIC PLANNING SESSION

In the spring of 2022, One Lexington leadership, Cities United, and the University of Kentucky Community Innovation Lab, facilitated a two-day strategic planning session with community partners to help build the city's strategic plan to reduce gun violence among youth and young adults in Lexington, KY. During the gathering, participants engaged in a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis. Throughout the process One Lexington, in conjunction with its community partners, performed an in-depth analysis of existing initiatives, while identifying additional gaps in current services and programming.

ATTENDEES:

PARTICIPANT

Ken Armstrong
 Kacy Allen-Bryant
 Tiffany Brown
 Devine Carama
 David Cozart
 Matthew Crutcher
 Elodie Dickinson
 Terry Dumphord
 Zach Farmer
 Richard Gains
 Geo Gibson
 Denotra Gunther
 Bryan Hains
 Larry Johnson
 Tonya Lindsey
 TK Logan
 Chloe Martin
 Baillie Mathis
 Heather Matics
 Jackie Newman
 Steven Overstreet
 Martin Schafer
 Tyler Scott
 Adrienne Thakur
 Lawrence Weathers
 Kathy Whitt-Fayette
 Youth Representative One & Two

ORGANIZATION

City of Lexington Public Safety
 City of Lexington Social Services
 City of Lexington Mayor's Office
 City of Lexington ONE Lexington
 Lexington Leadership Foundation
 Juvenile Probation
 City of Lexington WorkLex
 Voyage Movement
 Fayette Fatherhood Initiative
 Pastor, Consolidated Baptist Church
 O.M.A.C.
 Fayette District Judge
 U.K. Community Innovation Lab
 City of Lexington ONE Lexington
 S.W.A.G.
 University of Kentucky
 Leadership Academy
 U.K. Trauma Center
 Juvenile Prosecutor
 Commander, Lexington Police Department
 Georgetown Street Neighborhood Assoc.
 Fayette County Public Schools
 City of Lexington Mayors Office
 Parks & Recreation
 City of Lexington Police Department
 Sheriff, County Sheriff's Department
 Fayette County Schools

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

BACKGROUND

The One Lexington Gun Violence Reduction Strategy is a combination of our strategic planning sessions, led by local agencies and individuals affected by gun violence, and the national violence prevention model, Cure Violence or CV. Cure Violence (*formerly known as Chicago Ceasefire*) is intended to create individual-level and community-level change in communities where it is often normal for young people to carry a gun and—for some—to use a gun to settle various forms of conflict. CV is designed to stop the transmission of violence in a manner similar to that of public health interventions meant to curtail epidemics or to reduce the impact of harmful behavior such as smoking and overeating. The CV model focuses on individuals most at risk of spreading gun violence and uses interventions to change individual behavior and attitudes. Next, it demonstrates, to participants and the broader community, that there are more acceptable and less harmful ways to resolve personal conflicts and disputes.

“The CV model does not involve the use of force or threat of punishment. It presumes that violent behavior—like all behavior—responds to structures, incentives, and norms. It is designed to introduce at-risk individuals to alternative models of conflict resolution that, in turn, may spread to the larger community—essentially “De-normalizing” the harmful behavior. CV operates independently of, while hopefully not undermining, law enforcement.” (Butts et al., 2015, p.39)

LEXINGTON STRATEGIC OBJECTIVES

P.I.E.R

The *city-wide* strategic plan 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.
 - 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.
- 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.
- Build solidarity and capacity among diverse community stakeholders by hosting collaborative visioning and discussion sessions.
- Initiate financial support to build community capacity while addressing youth and young adult gun violence.
 - Scholarship program, community grants, victim support

INTERMEDIATE (2-4 years)

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



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.
- Enhance capacity of youth mediation by 30%.
- Formalize youth mediation protocols and strategies for ONE Lexington and its collaborative partners.
- 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.
- Collaborate with community street outreach initiatives to respond to conflict real time.
- Support development of city-wide youth mediation services through collaboration.
- Evaluate youth mediation protocols and strategies beginning.
- Increase funding support for enhancing the city's capacity to address youth and young adult gun violence by 30%.
- 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.

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.
- Enhance support for incarcerated youth and young adults by 30%.

INTERMEDIATE (2-4 years)

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

BUILDING COMMUNITY CAPACITY

ORGANIZATIONAL SUPPORT:

One Lexington has formed a partnership with the Kentucky Nonprofit Network to provide practical and easy to follow steps to creating a functioning and official nonprofit organization. These steps include choosing a name and registering it with the state of KY, obtaining an EIN, preparing and filing articles of incorporation, securing 501c3 status, and much more!

A PDF of these steps can be found [HERE](#) !!

Most funding opportunities are reserved for registered nonprofits, so helping our smaller grassroots organizations obtain their nonprofit status will help them to secure more funding and resources from other places.

PROFESSIONAL DEVELOPMENT OPPORTUNITIES:

Part of One Lexington's building community capacity mandate includes professional development opportunities. These opportunities not only remove the financial barrier for grassroots organizations, who are already working on strained budgets, but it encourages collaborations and builds synergy among our partners by bringing them together to discuss best practices and helping to build organizational structure. Since 2021, One Lexington has facilitated a Strategic Planning Session, a Trauma Informed-Care Training, a Domestic Violence Bystander Awareness Training, and partnered with Fayette County Public Schools to co-facilitate The Village Conference which focused on the intersections of violence, trauma, and substance use disorder. One Lexington looks to continue providing these opportunities moving forward.

FUNDING OPPORTUNITIES:

One of ONE Lexington’s founding principles is, “to leverage government resources to community partners to keep Lexington neighborhoods safe.” There are several grassroots violence intervention/prevention organizations that are on the frontlines working to reduce violence in our community. Instead of reinventing the wheel, the city and its community partners are looking to build the capacity of smaller organizations so that they can reach more people with their efforts. The quickest and greatest way to build capacity is through funding. Often, larger nonprofit organizations are at the table whenever funding and other resources are made available and many of those organizations don't have the connections or the relationships with the community as smaller, grassroots organizations. One Lexington looks to amplify those who are closely connected to individuals and families affected by gun violence.

2023-2024 Grant Recipients

Kentucky Center for Grieving Children & Families	Casa de la Cultura
Art on the Move	VOYAGE
Lexington Stryders	H.E.A.R.T.S
Exhilarating Inc.	Rhema Word Foundation
Lexington Leadership Foundation	Frankie’s Corner Little Thoroughbred Crusade
Community Inspired Lexington	Lexington Ravens Football

2022-2023 Grant Recipients

Operation Make a Change	On the Move Art Studio	Marafiki Center
Lexington Ravens Football	The Black Male Working Academy	Sisters & Supporters Working Against Gun Violence
Legends Youth Boxing	VOYAGE Voices of Youth Administering Global Education Movement	Charlotte Court Inc.
The Lexington Stryders Club	Kappa League	H.E.A.R.T.S.
RadioLex	Urban League-Fayette County	Resolve Fitness

COMMUNITY PARTNERS

Lexington Faith Community	Cities United	Mom's Demand Action	No More Red Dots (Louisville)
University of Kentucky Trauma Center	University of Kentucky Community Innovation Lab	University of Kentucky Cornerstone E-Sports & Gaming Center	Fayette County Public Schools
Lexington Public Library	LFUCG Social Services	LFUCG Youth Services	LFUCG Parks & Recreation
Public Safety	Urban League of Lexington	Community Action Council (Lexington)	Lexington Leadership Foundation
Lexington Rescue Mission	Goodwill Industries of Kentucky	YMCA of Central Kentucky	Kentucky Nonprofit Network
Green Dot	Sisters & Supporters Working Against Gun Violence (SWAG)	Operation Making a Change (OMAC)	Motivated All Day, Every Day (MADE)
Youth Advocacy Program (YAP)	The VOYAGE Movement	Marafiki School	The Fatherhood Initiative
PNC Bank	Galls	Black Soil	FoodChain
Urban Impact	NAMI Lexington	Trauma Informed Care Counseling Center of Lexington	The Andrews Brothers Counseling Center

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 Supports*

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 supports refer 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 supports, de-escalation, and retaliation (provided by trained interrupters), funeral support, relocation services, mental health supports, and more.

ONE Lexington Victims Advocate Group Collaborators

- Youth Advocate Program (Y.A.P.)
- 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

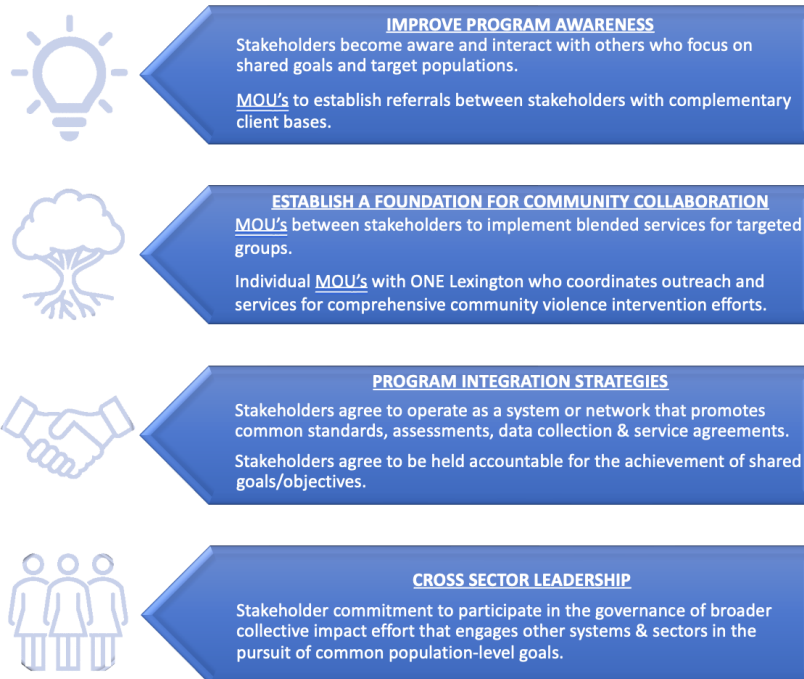
- Unity Worship Center (offer discounted services for homicide victims)
- Community member (though he is well known, this individual anonymously pays for funerals of homicide victims)
- Black Soil (food)
- FoodChain (food)

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

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) **MOU = Memorandum of understanding