

City of San Antonio



AGENDA PACKET

Public Safety Committee

City Hall Complex
San Antonio, Texas 78205

Monday, November 27, 2023

2:00 PM

**Council Briefing Room
at City Hall Complex**

The Public Safety Committee will hold its regular meeting in Council Briefing Room at City Hall beginning at 2:00 PM. Once convened, the Public Safety Committee will take up the following items no sooner than the designated times.

Members of the public can comment on items on the agenda. To sign up to speak visit www.saspeakup.com. Click on meetings and events and select the meeting you'd like to participate in. Sign up to speak or submit a written comment. Questions relating to these rules may be directed to the Office of the City Clerk at (210) 207-7253.

Once a quorum is established, the Public Safety Committee shall consider the following:

2. Briefing by Metro Health on the collaborative development of a communitywide Violence Prevention Strategic Plan [Erik Walsh, City Manager; Claude A. Jacob, Director, Health]

DISABILITY ACCESS STATEMENT

This meeting site is wheelchair accessible. Aids and Services, including Deaf interpreters, must be requested forty-eight [48] hours prior to the meeting.

For assistance, call (210) 207-7268 or 711 Texas Relay Service for the Deaf.

Intérpretes en español estarán disponibles durante la junta del consejo de la ciudad para los asistentes que lo requieran. También se proveerán intérpretes para los ciudadanos que deseen exponer su punto de vista al consejo de la ciudad. Para más información, llame al (210) 207-

7253

For additional information on any item on this agenda, please visit www.sanantonio.gov or call (210) 207-7080.

Public Safety Committee Members

Melissa Cabello Havrda, Dist. 6, Chair

Dr. Sukh Kaur, Dist. 1 | Jalen McKee-Rodriguez, Dist. 2

Marina Alderete Gavito, Dist. 7 | Marc Whyte, Dist. 10

*** Other members of City Council may attend to observe, but not vote, on matters before the Committee.**

Posted on: 07/03/2024 06:22 AM

San Antonio/Bexar County Violence Prevention Strategic Plan



Presented by: Erica Haller-Stevenson, Public Health Administrator
Metro Health

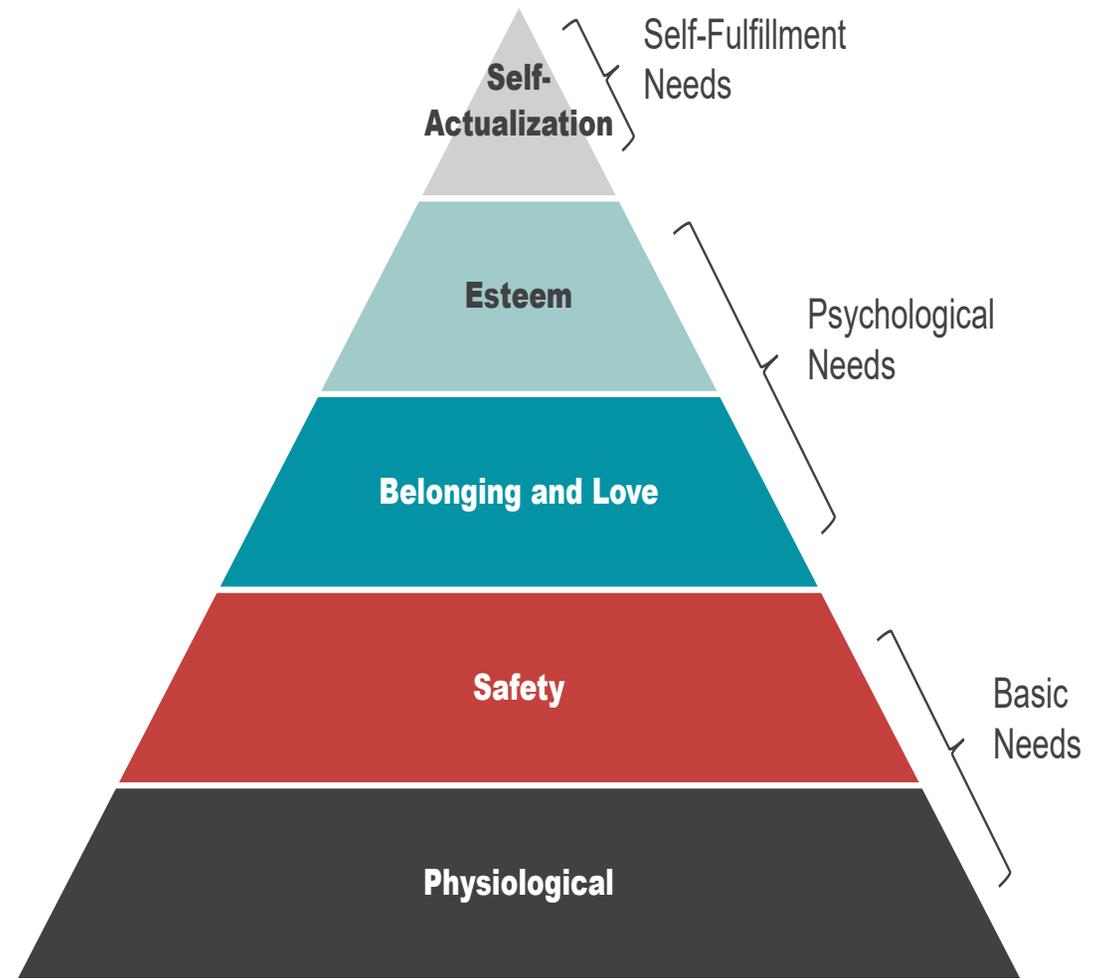
Public Safety Committee
November 27, 2023

Violence is a Public Health Issue



A person's need for safety exceeds their need to manage other aspects of health and wellness.

If we prevent violence and improve safety, we reduce injury/death and people can focus on other dimensions of health.



Maslow's Hierarchy of Needs



SA Forward 

- Access to Care
- Data & Technology Infrastructure
- Food Insecurity & Nutrition
- Health Equity & Social Justice
- Mental Health & Community Resilience
- Violence Prevention



Need for Cohesive Regional Strategy



LOVE IS...



**METROPOLITAN
HEALTH DISTRICT**



- 2019 City of San Antonio Comprehensive Domestic Violence Plan
- Violence Prevention Section in Metro Health
- Violence and crime prevention and reduction across City departments
- Strategies throughout community

Violence Prevention Strategic Plan



- Develop a strategic direction for San Antonio and Bexar County
- Implement a five-year roadmap to address priorities related to violence and its causes (CY 2024-2028)
 - Public health approach
 - Address social determinants of health
 - Combine upstream and downstream interventions
- Identify shared priorities and evidence-based strategies allows multiple agencies and sectors of the community to work together for a greater impact
- Create partnerships to collaborate on efforts
- Attract funding for programs and services

Coordinating Team



National Leadership Academy for the Public's Health

- Erica Haller-Stevenson, Metro Health
- Dep. Chief Chris Benavides, SAPD
- Dr. Kellie Lynch, UTSA
- Tracy Tate, St. John Baptist Church



**METROPOLITAN
HEALTH DISTRICT**



UTSA[®]





Strategic Plan

Process

Community Input Process



Community members:

- Engagement by community-based partner organizations
- Town halls and conversations organized by partners in faith community

People working in this field:

- Community-based organizations
- City of San Antonio
- Bexar County
- University Health System

Jan.

Feb.

Mar.

Apr.

May

Jun.

Jul.

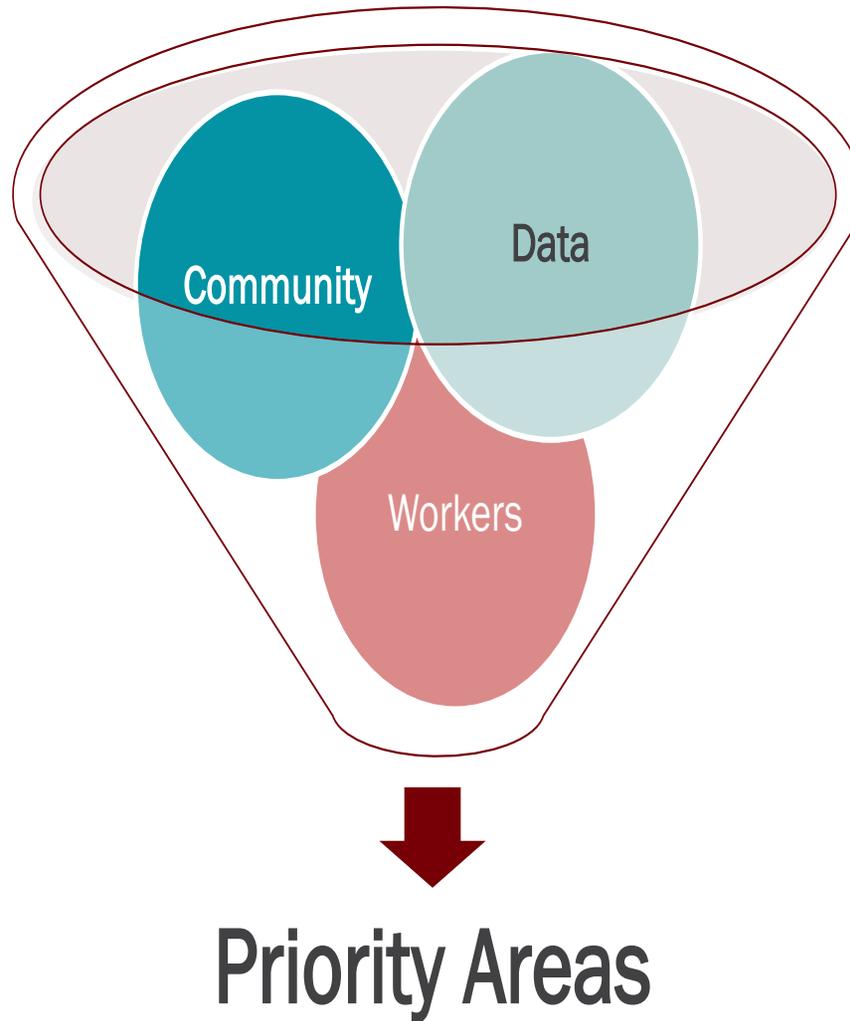
Aug.

Sep.

Oct.

Nov.

Selecting Priorities



Jan.

Feb.

Mar.

Apr.

May

Jun.

Jul.

Aug.

Sep.

Oct.

Nov.

Priorities Chosen



Violence Among Youth

Youth-on-youth violence, bullying, and cyberbullying

Preventing violence among youth

Creating safe spaces and supportive networks for youth

Gun Violence

Preventing gun violence involving adults and youth

Services and supports for victims/survivors

Reducing repeated violence by perpetrators

Sexual Violence

Preventing sexual violence against youth and adults

Services and supports for victims/survivors

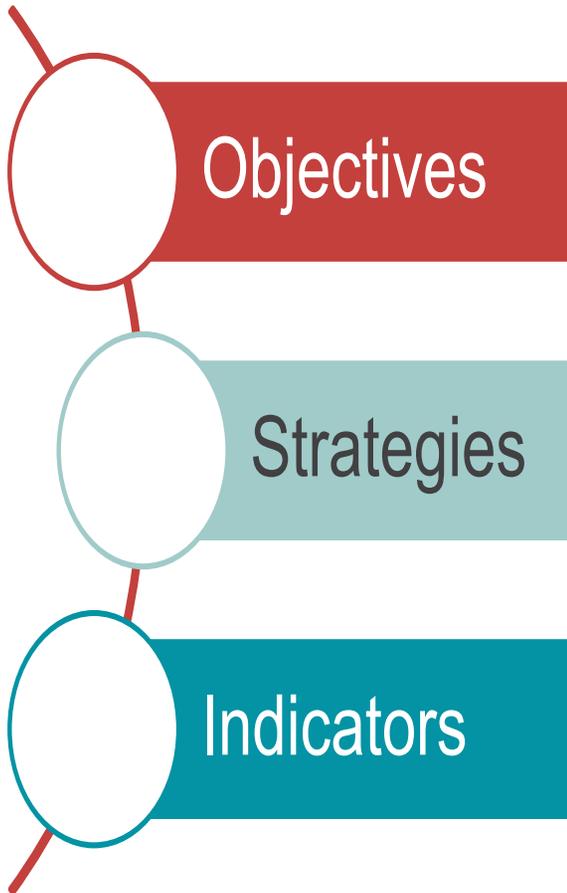
Reducing repeated violence by perpetrators

Domestic Violence

Preventing intimate partner violence and abuse of youth
Services and supports for victims/survivors

Reducing repeated violence by perpetrators

Planning Process



- Workgroup for each priority area
- 55 multisector participants:
 - People with lived experience
 - Advocates
 - Faith leaders
 - Community organizations
 - Local government
 - Health care
 - Researchers

Jan.
Feb.
Mar.
Apr.
May
Jun.
Jul.
Aug.
Sep.
Oct.
Nov.

Feedback and Launch



- Request community feedback
 - Distributed through planning group participants and community organizations
 - Presented to key organizations representing sectors and people with lived experience
- Used feedback to adjust and fine tune strategic plan
- Publish in November
- Implement in January (2024-2028)

Jan.

Feb.

Mar.

Apr.

May

Jun.

Jul.

Aug.

Sep.

Oct.

Nov.



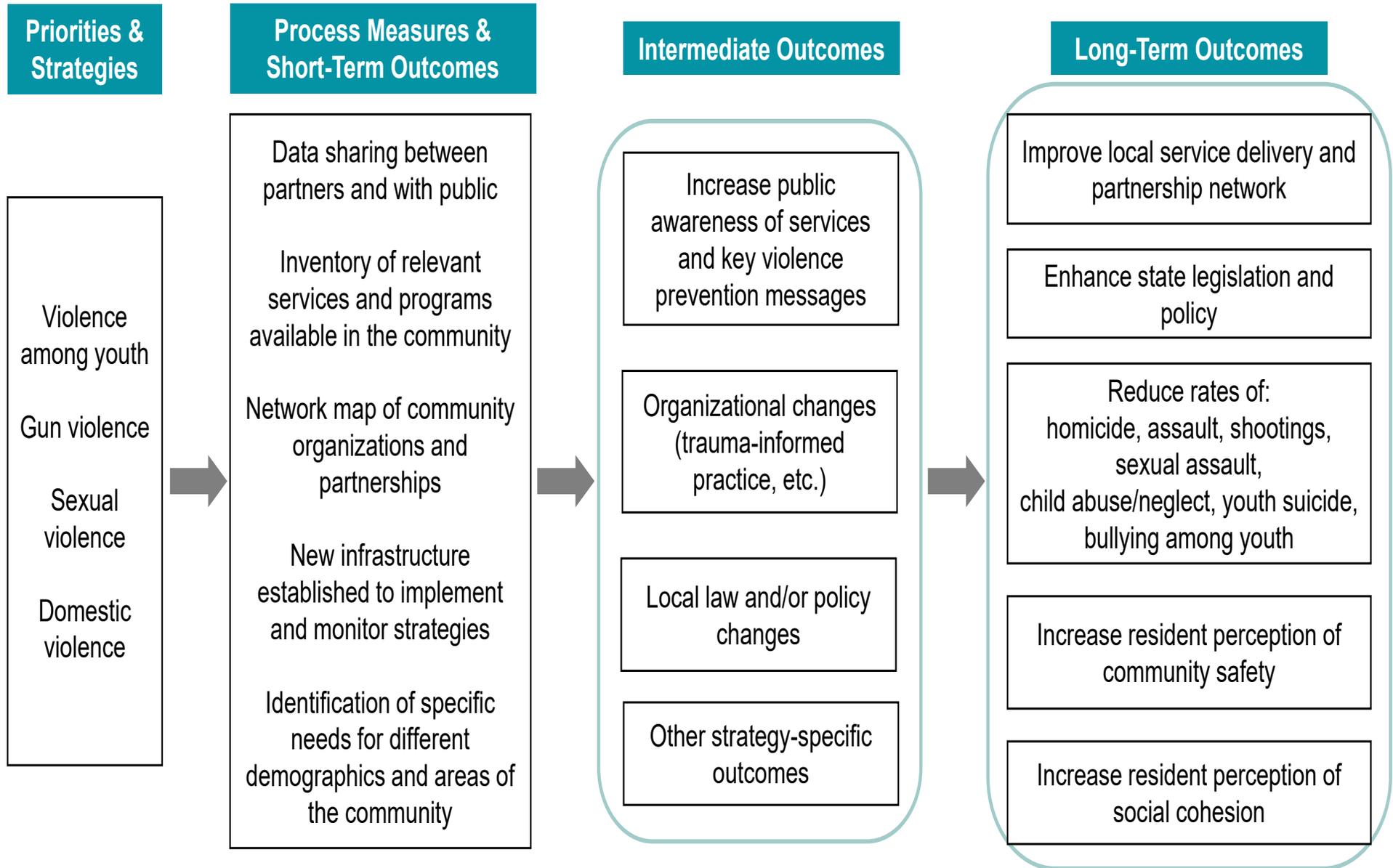
Strategic Plan

Overview

Final Product



Logic Model



Objectives



Decrease rates of:

- Youth bullied
- Firearms as cause of death for youth
- Suicide as cause of death for youth
- Shootings
- Firearms as cause of death for adults
- Sexual assault
- Intimate partner homicide
- Child fatalities related to abuse and neglect

Increase:

- Public perception of community safety
- Public perception of social cohesion

Strategic Categories



Category:	Youth Violence	Gun Violence	Sexual Violence	Domestic Violence
Community Infrastructure, Assessment, and Data Sharing	✓	✓	✓	✓
Direct Services, Resources, and Communication	✓	✓	✓	✓
Organizational, System, and Policy Change	✓	✓	✓	✓

Next Steps



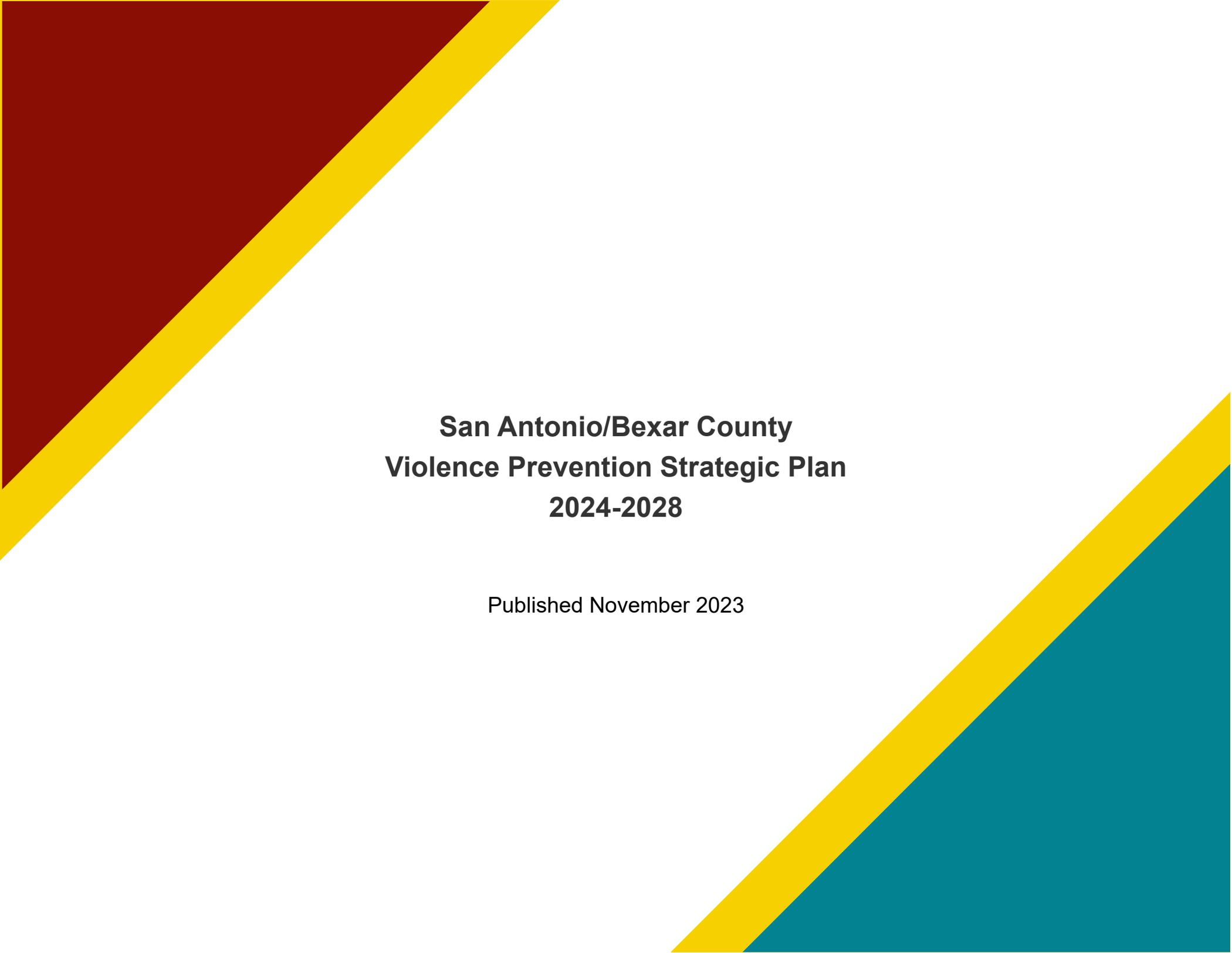
- Implementation
 - Metro Health and SAPD creating internal plans
 - Build more support and partnerships to implement strategies
 - Provide technical assistance to partners to support implementation
- Monitoring and evaluation
 - Metro Health's Violence Prevention Section will coordinate monitoring effort in collaboration with partners
 - Seeking resources for formal evaluation at intervals during the implementation period

San Antonio/Bexar County Violence Prevention Strategic Plan



Presented by: Erica Haller-Stevenson, Public Health Administrator
Metro Health

Public Safety Committee
November 27, 2023



**San Antonio/Bexar County
Violence Prevention Strategic Plan
2024-2028**

Published November 2023

Contents

- Background 4
 - Community Assessment 4
 - Priority Areas 5
 - Implementation and Monitoring 5
 - Development Process and Timeline 5
- Violence Among Youth 6
 - Scope of Priority Area 6
 - Objectives 6
 - Strategies and Recommended Tactics 6
 - Measurement Indicators 10
- Gun Violence 11
 - Scope of Priority Area 11
 - Objectives 11
 - Strategies and Recommended Tactics 11
 - Measurement Indicators 17
- Sexual Violence 18
 - Scope of Priority Area 18
 - Objectives 18
 - Strategies and Recommended Tactics 18
 - Measurement Indicators 22
- Domestic Violence 23
 - Scope of Priority Area 23

Objectives.....	23
Strategies and Recommended Tactics	23
Measurement Indicators.....	29
Objectives and Data Sources	30
Logic Model.....	33
Acknowledgements.....	34
Coordinating Team Members	34
Planning Group Participant Organizations	34

Background

The City of San Antonio, University of Texas at San Antonio, and faith and community leaders partnered to develop a unified *San Antonio/Bexar County Violence Prevention Strategic Plan* which defines strategies to prevent and intervene in violence in our community. Stakeholders were recruited to examine the community's needs and identify strategies. The *Violence Prevention Strategic Plan* for 2024-2028 aligns with other community and government organizations' efforts to reduce violent crime.

Using a public health approach to prevent violence and work collaboratively with stakeholders, this multisectoral strategic plan will combine resources and amplify them to increase positive outcomes in San Antonio and Bexar County. The San Antonio Metropolitan Health District is leading a team of project coordinators to organize the planning and monitoring process.

The coordinating organizations include:

- San Antonio Metropolitan Health District
- San Antonio Police Department
- St. John Baptist Church in San Antonio
- University of Texas at San Antonio, College of Health, Community, and Policy

Community Assessment



Project coordinators reviewed community assessment data related to violent crime, injuries, and death along with community member and workforce input on major causes and solutions for violence. The most common concerns around violence and community resources across all information sources centered on the following areas:

- Child abuse
- Intimate partner violence
- Gun violence
- Sexual violence and assault
- Violence among youth
- Fragmented system of resources for victims of violence
- Root causes of violence related to social, economic, and health inequities

Priority Areas

Based on the results of the community assessment, the *Violence Prevention Strategic Plan* focuses on four topic areas involving multiple population groups and incorporates strategies to improve equity and system coordination

Violence Among Youth

- Prevent violence among youth (youth-on-youth violence, bullying, and cyberbullying)
- Create safe spaces and supportive networks for youth

Gun Violence

- Prevent gun violence involving adults and youth
- Improve access to services and supports for victims/survivors
- Reduce repeated violence by perpetrators

Sexual Violence

- Prevent sexual violence against youth and adults
- Improve access to services and supports for victims/survivors
- Reduce repeated violence by perpetrators

Domestic Violence

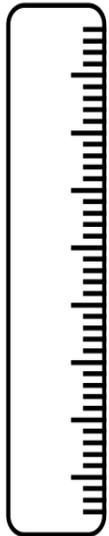
- Prevent intimate partner violence and child abuse/neglect
- Improve access to services and supports for victims/survivors
- Reduce repeated violence by perpetrators

Development Process and Timeline

January-April 2023	<ul style="list-style-type: none"> • Collected community member input • Assessed community violence data and related evidence-based strategies • Recruited stakeholders to participate in planning process
July-August 2023	<ul style="list-style-type: none"> • Cooperatively developed strategic plan to include objectives, strategies, and measurement indicators
September 2023	<ul style="list-style-type: none"> • Collected community member and stakeholder feedback on draft plan
November 2023	<ul style="list-style-type: none"> • Publicly released strategic plan

Implementation and Monitoring

The San Antonio Metropolitan Health District and lead stakeholder organizations will collaborate with partners to build support for implementation of the strategies and monitor the outcomes.



Violence Among Youth

Defined as violence among children and adolescents.

Scope of Priority Area

- Prevent violence among youth (youth-on-youth violence, bullying, and cyberbullying)
- Create safe spaces and supportive networks for youth

Objectives

- Reduce rate of firearms as cause of death for youth
- Reduce rate of suicide as cause of death for youth
- Reduce percentage of youth who report being bullied

Strategies and Recommended Tactics

Strategies for Violence Among Youth	Recommended Tactics, Years 1-2 (2024-2025)	Recommended Tactics, Years 3-5 (2026-2028)
<i>Community Infrastructure, Assessment, and Data Sharing</i>		
Create a centralized infrastructure to support violence prevention in the region	<ul style="list-style-type: none"> • Create a centralized Office of Violence Prevention for the San Antonio/Bexar County area (or create the role in an existing office) 	<ul style="list-style-type: none"> • Centralize location of data (through all jurisdictions across Bexar County region) • Develop outcome measurements/tools • Pursue federal, state, non-profit, and corporate grant opportunities for community violence intervention efforts

Strategies for Violence Among Youth	Recommended Tactics, Years 1-2 (2024-2025)	Recommended Tactics, Years 3-5 (2026-2028)
Assess the community's current needs and resources	<ul style="list-style-type: none"> • Identify target demographics to impact and how to find/reach them (e.g., kids who were already involved in violence [justice-involved youth, students in alternative schools or suspended], youth aging out of foster care, and other kids before they have experienced/been involved in violence), as well as the youth sports, events, organizations, etc. • Research roots of issues locally (e.g., bullying, truancy, physical violence in school) • Understand local gaps and needs to address these issues considering impact of COVID pandemic • Identify which effective strategies for intervention and prevention should be applied to the region • Create a map or inventory of community engagement programs already in practice across all jurisdictions inside Bexar County (store on website that serves as community hub) 	<ul style="list-style-type: none"> • Conduct efficacy evaluation of strategic plan interventions regularly • Review outcomes for congruency with original goals • Propose continued improvements to programs, policies, and future planning
Create public-facing data dashboards		<ul style="list-style-type: none"> • Implement/increase data sharing and agreements; continuous data collection/sharing • Share outcomes with the community

Strategies for Violence Among Youth	Recommended Tactics, Years 1-2 (2024-2025)	Recommended Tactics, Years 3-5 (2026-2028)
<i>Direct Services, Resources, and Communication</i>		
Implement ongoing comprehensive communication campaign	<ul style="list-style-type: none"> • Implement continuous communications campaign with multiple branches: 1) generate community support for youth, 2) promote non-violent culture among youth, and 3) build connections between youth and community 	
Engage youth in partnerships and solutions	<ul style="list-style-type: none"> • Create or redirect a large-scale youth ambassador program that works across multiple organization hosts and sectors • Create network of teens and young adults with lived experience who are available to organizations and schools to talk to and mentor youth • Implement or enhance youth engagement programs through law enforcement organizations 	
Expand and enhance services provided to youth	<ul style="list-style-type: none"> • Host showcase events to demonstrate the programs and services available for youth, including youth engagement • Implement community-based violence intervention and prevention programs and services appropriate for the region (e.g., Cure Violence, Safe Streets) 	<ul style="list-style-type: none"> • Expand and enhance existing youth internships and employment programs to increase capacity for enrollment and reach more youth who experience inequities

Strategies for Violence Among Youth	Recommended Tactics, Years 1-2 (2024-2025)	Recommended Tactics, Years 3-5 (2026-2028)
<i>Organizational, System, and Policy Change</i>		
Deliver training and technical assistance for community-serving organizations	<ul style="list-style-type: none"> • Provide technical assistance to community violence intervention and prevention programs and organizations 	
Increase partnerships across sectors	<ul style="list-style-type: none"> • Identify sectors of the community that can serve as points of engagement and recruit them to lead those efforts 	
Invest in programs and resources that help prevent violence among youth	<ul style="list-style-type: none"> • Invest in effective youth-supporting community organizations that provide mentoring services and evidence-based programs (e.g., Big Brothers Big Sisters) • Invest in effective parenting programs that increase resilience in youth (e.g., Raising Highly Capable Kids) 	<ul style="list-style-type: none"> • Increase investments in Early Head Start programs • Implement or expand school-based programs that strengthen youth skills (e.g., Life Skills Training, Promoting Alternative THinking Strategies) • Implement and expand school-based or community-based mental health care for youth (e.g., cognitive behavioral intervention for trauma in schools, functional family therapy, multisystemic therapy)

Measurement Indicators

By December 2025:

- A. Increase participation/engagement in community events
- B. Complete community network mapping/assessment
- C. Create central information source on youth supports, events, organizations, tools for parents/kids/peers/schools/organizations
- D. Inventory youth programs
- E. Increase access to school district data on discipline, threat assessments, bullying reports
- F. Increase parent/guardian perceptions of safety in school
- G. Increase parent/guardian involvement
- H. Assess community investment and grants/funding in youth supports/prevention/intervention
- I. Increase organized community engagement events involving multisector partnerships

By December 2028:

- J. Decrease in truancy in schools
- K. Increase gun safety practices (locks/safes, surrender programs)
- L. Increase youth engagement (school and non-school activities)
- M. Increase youth summer employment rate
- N. Decrease youth recidivism rate (crime rate)
- O. Increase in mentoring, peer, after-school, in-school programs
- P. Measure youth progress in programs (e.g., pre/post assessment, attitude, skill assessment)
- Q. Utilize measures from school climate surveys to inform interventions and measure progress

Gun Violence

Defined as neighborhood-based gun violence and mass shootings in schools.

Scope of Priority Area

- Prevent gun violence involving adults and youth
- Improve access to services and supports for victims/survivors
- Reduce repeated violence by perpetrators

Objectives

- Reduce rate of shootings
- Reduce rate of homicide
- Increase resident perception of community safety
- Increase resident perception of social cohesion

Strategies and Recommended Tactics

Strategies for Gun Violence	Recommended Tactics, Years 1-2 (2024-2025)	Recommended Tactics, Years 3-5 (2026-2028)
<i>Community Infrastructure, Assessment, and Data Sharing</i>		
Create a centralized infrastructure to support violence prevention in the region	<ul style="list-style-type: none"> • Establish centralized violence prevention office within local government or organization • Create road maps to resources and navigation 	<ul style="list-style-type: none"> • Build community networks, implement data sharing across partners, and identify funding opportunities

Strategies for Gun Violence	Recommended Tactics, Years 1-2 (2024-2025)	Recommended Tactics, Years 3-5 (2026-2028)
Assess community needs and evaluate practice and outcomes	<ul style="list-style-type: none"> • Create dashboard of gun violence statistics and community indicators • Identify hot spot areas that should receive the most attention • Review participation in youth summer programs • Identify participation barriers within communities with current resources • Evaluate the impact of the open carry law on gun violence rates in Bexar County • Evaluate prosecution outcomes from 2024 to identify opportunities for system improvement • Develop a workplan to address opportunities to improve criminal justice system 	<ul style="list-style-type: none"> • Examine community-based one-stop safe help centers in existing spaces at locations throughout the community (District Attorney satellite, help for parents, dispute resolution, multidisciplinary teams) • Publish more extensive data from incidents on school campuses • Evaluate progress of juvenile offenders within specialty court programs • Evaluate progress made around criminal justice system improvements for prosecution of gun related offenses and report out to the community

Strategies for Gun Violence	Recommended Tactics, Years 1-2 (2024-2025)	Recommended Tactics, Years 3-5 (2026-2028)
Build capacity in organizations to carry out interventions	<ul style="list-style-type: none"> • Increase capacity for law enforcement community policing programs to proactively meet with neighborhood associations or community groups to improve relationships and address gun safety • Provide grants to local colleges to conduct research into gun violence prevention • Create anonymous tip lines for schools and promote them to parents, students, general public • Identify funding to secure or harden schools with less funding 	<ul style="list-style-type: none"> • Institute live electronic monitoring of school campuses • Implement controlled access for school campuses (badges with access by section)
<i>Direct Services, Resources, and Communication</i>		
Implement ongoing comprehensive communication campaign	<ul style="list-style-type: none"> • Implement broad community education initiative and communications campaign on gun storage and violence-free conflict resolution • Implement communications campaign on protecting firearms from theft and responsible gun ownership • Increase public awareness regarding voluntary gun surrender 	

Strategies for Gun Violence	Recommended Tactics, Years 1-2 (2024-2025)	Recommended Tactics, Years 3-5 (2026-2028)
Implement or enhance programs that enhance protective factors or reduce the impact of risk factors	<ul style="list-style-type: none"> • Implement or expand gun lock/safe distribution programs and educate community on responsible gun ownership • Implement hospital-based violence intervention programs • Continue and expand school-based training in Stop the Bleed curriculum 	<ul style="list-style-type: none"> • Implement or expand supports for parents (at-risk kids, kids having trouble in school, kids using/possessing weapons) • Enroll more high-risk kids into existing youth programs (summer, after-school, job training, employment) • Enroll more high-risk kids enrolled in existing free education programs (e.g., Alamo Community Colleges, Project Quest) • Enroll more high-need and high-risk adults into existing job programs (develop the supports needed to help bridge people to these programs and be successful in the programs) • Implement after-hours behavioral counseling for students and parents/caregivers
Build connection between community members and local agencies/ organizations		<ul style="list-style-type: none"> • Implement or expand community programs that build trust between law enforcement and the community

Strategies for Gun Violence	Recommended Tactics, Years 1-2 (2024-2025)	Recommended Tactics, Years 3-5 (2026-2028)
<i>Organizational, System, and Policy Change</i>		
<p>Deliver training and technical assistance for community-serving organizations</p>	<ul style="list-style-type: none"> • Host gun violence summit that gathers all stakeholders • Train stakeholders in Community Violence Intervention (CVI) strategies • Train community organizations in available resources and how to support people in navigating them 	<ul style="list-style-type: none"> • Expand training for educators, administration, school employees in mental health awareness and trauma-informed practices
<p>Increase partnerships across sectors</p>	<ul style="list-style-type: none"> • Position faith organizations as part of community-based outreach and support systems, including use of their space in the community to expand the reach of services • Develop public-private partnerships that prevent gun violence • Improve communication between local law enforcement and schools • Establish and share school plans for shooting incident responses with area law enforcement agencies • Conduct joint exercises schools and school district police departments • Engage community organization in mentoring (PTAs, PTOs, Communities in Schools, service or charitable groups) 	<ul style="list-style-type: none"> • Implement education initiative for 5th-12th grade on consequences of crime and gun violence • Expand gun safety/safe storage information distribution through schools • Conduct security assessments of schools in partnership with local law enforcement and school police departments • Develop district-wide policies for school campus assessments and trainings related to gun violence

Strategies for Gun Violence	Recommended Tactics, Years 1-2 (2024-2025)	Recommended Tactics, Years 3-5 (2026-2028)
Invest in programs and resources that help prevent gun violence	<ul style="list-style-type: none"> • Examine current level of investments for violence prevention in government, health care, and community organizations • Identify strategies to prevent crime through environmental design • Advocate for funding for school-based safety initiatives (e.g., Stop the Bleed training, physical security, mental health supports, crisis intervention case management and supports) 	<ul style="list-style-type: none"> • Create protective environments by modifying the physical environment through business improvement districts • Strengthen economic supports by increasing individual and household financial security (e.g., expand tax credits)
Change or enhance criminal justice processes	<ul style="list-style-type: none"> • Educate lawmakers on barriers to prosecution related to gun violence • Establish a workgroup of internal and external stakeholders to establish prosecution standards for repeat offenders • Investigate options for gun surrenders or temporary hold 	<ul style="list-style-type: none"> • Require completion of high school or GED as a condition of diversion or supervision • Identify and structure a specialty court focused on juvenile offenders possessing a weapon and showing signs of aggression

Measurement Indicators

By December 2025:

By December 2028:

<ul style="list-style-type: none">A. Increase people participating in diversion and specialty court programsB. Increase distribution of gun safes/locksC. Increase guns surrendered under voluntary programsD. Reduce number of stolen firearmsE. Reduce accidental shootings among children	<ul style="list-style-type: none">F. Increase public perception of skills in de-escalation and conflict resolutionG. Increase public reporting of use of gun safes/locksH. Increase youth summer employment rateI. Increase number enrolled in youth programsJ. Reduce suicides related to firearms
--	---

Sexual Violence

Defined as sexual assault against adults and youth of all ages.

Scope of Priority Area

- Prevent sexual violence against youth and adults
- Improve access to services and supports for victims/survivors
- Reduce repeated violence by perpetrators

Objectives

- Reduce rate of sexual violence among adults
- Reduce rate of sexual violence among youth
- Increase resident perception of community safety

Strategies and Recommended Tactics

Strategies for Sexual Violence	Recommended Tactics, Years 1-2 (2024-2025)	Recommended Tactics, Years 3-5 (2026-2028)
<i>Community Infrastructure, Assessment, and Data Sharing</i>		
Assess community’s current resources and needs	<ul style="list-style-type: none"> • Create a network map and identify existing coalitions that could support sexual violence prevention (faith-based networks, mental health and substance use treatment fields, youth-serving networks, etc.) • Gather information from underserved communities on how systems and programs could better meet their needs, including feedback from survivors • Engage community partners and coalitions to identify gaps and barriers in current systems 	<ul style="list-style-type: none"> • Evaluate progress toward creating safe and protective environments within our own organizations • Reassess outcomes and prosecution rates for sexual assault cases to determine impact of any policy changes

Strategies for Sexual Violence	Recommended Tactics, Years 1-2 (2024-2025)	Recommended Tactics, Years 3-5 (2026-2028)
Research, identify, and implement interventions that focus on root causes and primary prevention	<ul style="list-style-type: none"> Review existing studies on health equity issues related to sexual violence Research best practices for sexual violence prevention at the organizational level, with an understanding that different settings may require different strategies 	<ul style="list-style-type: none"> Implement strategies to address health inequities related to sexual violence
<i>Direct Services, Resources, and Communication</i>		
Educate youth and adults through schools and affiliated programs	<ul style="list-style-type: none"> Deliver education to adults and students through institutions of higher education and student organizations 	<ul style="list-style-type: none"> Deliver education to youth through K-12 schools and after school programs
Educate community members	<ul style="list-style-type: none"> Deliver education to community members through neighborhood and homeowner's associations, community centers, and locally owned businesses 	
Implement ongoing comprehensive communication campaign	<ul style="list-style-type: none"> Implement comprehensive and continuous communication campaign focused on eliminating stigma related to sexual assault, raising awareness of resources, and increase reporting of assault 	

Strategies for Sexual Violence	Recommended Tactics, Years 1-2 (2024-2025)	Recommended Tactics, Years 3-5 (2026-2028)
<i>Organizational, System, and Policy Change</i>		
<p>Deliver training and technical assistance for community-serving organizations and large employers</p>	<ul style="list-style-type: none"> • Facilitate cross-training between organizations and sectors, shifting the focus from risk reduction to preventing perpetration • Improve training for law enforcement officers on responding to reports of sexual assault (taking their time and using active listening skills) • Obtain commitment from all institutions involved in prevention efforts to assess their internal policies and practices and identify areas for improvement • Work with K-12 schools and colleges to make prevention education a standard part of their student orientations and curriculum, including information on substance-facilitated sexual assault 	<ul style="list-style-type: none"> • Develop a policy review process and identify a network of organizations that can provide training and technical assistance • Establish sexual violence prevention and response training as a component of professional development across a wide range of industries • Increase training resources for survivor-serving professionals and organizations on working effectively with survivors from underserved and/or marginalized communities

Strategies for Sexual Violence	Recommended Tactics, Years 1-2 (2024-2025)	Recommended Tactics, Years 3-5 (2026-2028)
Change or enhance criminal justice processes	<ul style="list-style-type: none"> Analyze data on sexual assault cases that are closed or not prosecuted to support the need for policy change, with special attention to the issue of missing witness cases 	<ul style="list-style-type: none"> Based on analysis of sexual assault cases, implement changes that would make the prosecution process more trauma-informed, increasing the likelihood that survivors will follow through Work within systems and with decision-makers to develop concrete solutions Leverage technology to make court proceedings more trauma-informed, including the ability for survivors to testify without coming face-to-face with their perpetrators
Advocate for policy and law changes		<ul style="list-style-type: none"> Move forward with advocating for and/or implementing systemic changes to support sexual violence prevention Create a list of recommendations for local and state law, policy, and funding priorities

Measurement Indicators

By December 2025:

By December 2028:

<ul style="list-style-type: none">A. Increase in utilization of services for people who experience sexual violenceB. Increase public awareness of resources and servicesC. Increase in variety of organizations joining formal networks on sexual violence preventionD. Create network map of organizations and services that support people who experience sexual violenceE. Increase in organizations implementing sexual violence prevention strategies and practices (e.g., youth-serving organizations)F. Increase in schools and youth organizations implementing healthy/safe relationship education (evidence-based, multi session)	<ul style="list-style-type: none">G. Change in public perception regarding attitudes and norms around sexual violenceH. Decrease disparities/inequities across related to sexual violence in different demographic groups (e.g., race/ethnicity, LGBTQIA+ identity, residence/immigration status)
--	--

Domestic Violence

Defined as intimate partner violence and child abuse/neglect.

Scope of Priority Area

- Prevent intimate partner violence and child abuse/neglect
- Improve access to services and supports for victims/survivors
- Reduce repeated violence by perpetrators

Objectives

- Reduce rate of intimate partner homicides
- Reduce rate of child fatalities related to abuse and neglect
- Reduce rate of assault

Strategies and Recommended Tactics

Strategies for Domestic Violence	Recommended Tactics, Years 1-2 (2024-2025)	Recommended Tactics, Years 3-5 (2026-2028)
<i>Community Infrastructure, Assessment, and Data Sharing</i>		
Assess community's current resources and needs	<ul style="list-style-type: none"> • Assess current resources for mental health/wellness for survivors and service providers • Assess the needs of advocates to perform the work effectively 	<ul style="list-style-type: none"> • Create protective environments by taking an inventory of training and protocols that already exist and building on existing infrastructure and adding where there are gaps in policy

Strategies for Domestic Violence	Recommended Tactics, Years 1-2 (2024-2025)	Recommended Tactics, Years 3-5 (2026-2028)
Improve data acquisition, sharing, and utilization	<ul style="list-style-type: none"> • Provide high-fidelity and timely feedback on program performance to stakeholder agencies • Create consistency in the way we shield confidential data but utilize and share it in the best ways possible • Create access to comprehensive, consistent data, to include data gathered from practitioners, clients, and other stakeholders (especially those with lived experience) with common measures on the local level • Improve identification, management, and utilization of data 	<ul style="list-style-type: none"> • Collect data that are proactive in addition to reactive data
Create public-facing data dashboards	<ul style="list-style-type: none"> • Automate a data crosswalk so agencies can remain accountable to measures their funders or agencies require but also streamline the conveyance of data between existing systems 	
Identify risk and protective factors specific to our community	<ul style="list-style-type: none"> • Identify families at high risk for domestic violence and child abuse/neglect • Investigate why Bexar County fares worse on some issues, determine the factors 	

Strategies for Domestic Violence	Recommended Tactics, Years 1-2 (2024-2025)	Recommended Tactics, Years 3-5 (2026-2028)
<p>Research, identify, and implement interventions that focus on root causes and primary prevention</p>	<ul style="list-style-type: none"> • Research and identify primary prevention efforts and models can be funded, implemented, applied to domestic violence and child abuse/neglect • Develop new or modified interventions, programs, etc. that are explicitly and formally focused on root causes are connected across community issues, including milestones, feedback loops, and metrics 	
<p><i>Direct Services, Resources, and Communication</i></p>		
<p>Implement ongoing comprehensive communication campaign and harness social media</p>	<ul style="list-style-type: none"> • Implement a continuous communications campaign • Address the impact of social media on domestic violence • Identify and recruit community members to be social media influencers • Build awareness of forms of abuse and community resources • Help adults and youth feel comfortable reporting abuse • Shift the social norm regarding tolerance for abuse • Engage people with lived experience to develop and disseminate communications 	

Strategies for Domestic Violence	Recommended Tactics, Years 1-2 (2024-2025)	Recommended Tactics, Years 3-5 (2026-2028)
Expand and enhance services provided to people affected by intimate partner violence and child abuse/neglect	<ul style="list-style-type: none"> • Implement culturally relevant and effective methods to support immigrants • Provide support at multiple stages for those who abuse or have abused • Influence cultural and generational perception and attitudes regarding gender, power, and abuse 	<ul style="list-style-type: none"> • Build formal system to refer people across organizations and services • Provide additional personnel resources and assistance for compassion fatigue for prosecution and court advocate teams
<i>Organizational, System, and Policy Change</i>		
Incorporate education on healthy relationships early in life	<ul style="list-style-type: none"> • Educate parents, coaches, and educators on intimate partner violence, signs of abuse at home, and healthy relationships • Implement or expand social-emotional learning programs about healthy relationships for children who are exposed to violence 	<ul style="list-style-type: none"> • Implement methods for incorporating education on healthy relationships in schools
Increase partnerships with business community to address domestic violence	<ul style="list-style-type: none"> • Expand the work done at County/City level and partnering with local chambers of commerce, signage for businesses that seek permits from the County/City, incorporating social media 	

Strategies for Domestic Violence	Recommended Tactics, Years 1-2 (2024-2025)	Recommended Tactics, Years 3-5 (2026-2028)
Deliver training and technical assistance for community-serving organizations and large employers	<ul style="list-style-type: none"> • Provide training, support, mentoring, and networking for organizations and stakeholders that provide safe spaces for people who experience domestic violence • Train and provide technical assistance to increase the number of service organizations and major employers certified as trauma-informed • Increase awareness and training about domestic violence and child abuse/neglect for organizations supporting families 	<ul style="list-style-type: none"> • Raise awareness and connect organizations to technical assistance to meet community-wide goal of trauma-informed service providers • Identify which organizations have inclusive policies and provide opportunities for training and compassionate care training
Invest in programs and resources that help prevent domestic violence	<ul style="list-style-type: none"> • Expand access to programs that promote healthy child development (e.g., Nurse Family Partnership) • Expand access to programs that promote positive parenting techniques (e.g., Triple P) 	<ul style="list-style-type: none"> • Expand access to preschool enrichment programs with family engagement (e.g., Early Head Start)
Invest in resources that support long-term needs of people impacted by domestic violence	<ul style="list-style-type: none"> • Expand access to mental health services for people impacted by domestic violence 	<ul style="list-style-type: none"> • Provide affordable transitional housing for survivors of domestic violence

Strategies for Domestic Violence	Recommended Tactics, Years 1-2 (2024-2025)	Recommended Tactics, Years 3-5 (2026-2028)
<p>Change criminal justice processes to provide more support for people affected by domestic violence</p>	<ul style="list-style-type: none"> • Improve resources to prevent re-traumatization during survivors' journey through the criminal justice and support system • Train all courts/court staff, law enforcement, and District Attorney's Office in trauma-informed practice • Expand compliance officer personnel to increase infrastructure for compliance-related issues and protocols for civil courts • Provide training for officers serving protective orders and receiving surrendered firearms on the dangers of firearms in domestic cases, in addition to second amendment "friendly" approach to firearm confiscation and/or surrender • Develop a public document detailing current efforts and programming aimed at prohibiting firearms from DV perpetrators in Bexar County/San Antonio • Provide training for judges (both criminal and civil) on the increased risk for lethality when firearms are easily accessible in DV cases to inform judicial discretion related to ordering firearm sweeps and surrender 	<ul style="list-style-type: none"> • Implement and expand court programs focused on intervening in abuse and healing survivors and perpetrators • Create a policy through the District Attorney's Office asking judges to order firearm surrender for all protective order hearings to increase consistency of firearm prohibition orders among civil judges • Require more information about perpetrators' firearms (e.g., make, model, quantity, location) in affidavit when assisting victims with filing a protective order • Increase communication with federal prosecutors to pursue and facilitate the pursuit of violations of federal domestic violence gun laws

Measurement Indicators

By December 2025:

By December 2028:

<ul style="list-style-type: none">A. City/County agencies have policies in place to support personnel affected by domestic violenceB. Increase multisector collaboration, policies, and procedures between school systems and support services for childrenC. Increase public awareness of domestic violence/child abuse issuesD. Increase engagement with youth to prevent domestic violence/child abuseE. Improve data collection, acquisition, and utilizationF. Improve identification of repeated child abuse to allow for intervention in homes of high needG. Increase number of service organizations with policies and training for non-judgmental and culturally responsive approaches to domestic violenceH. Increase number of service organizations certified as trauma-informed	<ul style="list-style-type: none">I. Reduce risk factors linked to domestic violence and child abuse/neglectJ. Increase protective factors linked to domestic violence and child abuse/neglectK. Increase capacity of system to support community members' needs to prevent risk for domestic violence and child abuse/neglectL. Increase access to community and social servicesM. Expand and strengthen safe firearm surrender protocols for domestic violence perpetratorsN. Reduce repeat offenses by people previously convicted of intimate partner violenceO. Reduce repeat offenses by people previously investigated or charged with child abuse/neglect
--	---

Objectives and Data Sources

Objective	Definition and Data Source	Baseline
Reduce rate of firearms as cause of death for youth	Deaths of people under age 18 involving firearms Source: To be established during first year of strategic plan implementation	To be determined
Reduce rate of suicide as cause of death for youth	Deaths of people under age 18 due to suicide Source: To be established during first year of strategic plan implementation	To be determined
Reduce percentage of youth who report being bullied	K-12 students who report being bullied Sources: Bexar County Sheriff's Office and San Antonio Police Department	To be determined
Reduce rate of shootings	Composite of deadly conduct involving firearms: <ul style="list-style-type: none"> • Deadly Conduct - Firearm • Discharge Firearm in Municipality • Discharge Firearm • Accidental Shooting • Disorderly Conduct Discharge Public Place/Display Firearm Sources: Bexar County Sheriff's Office and San Antonio Police Department	2,663 incidents, 180.8 per 100,000 (San Antonio jurisdiction, 2022)
Reduce rate of assault	Assaults that are not sexual in nature involving victims of all ages Sources: Bexar County Sheriff's Office and San Antonio Police Department	7,972 incidents, 541.2 per 100,000 (San Antonio jurisdiction, 2022)
Reduce rate of sexual violence among adults	Composite of sexual assault related offenses involving adult victims: <ul style="list-style-type: none"> • Sexual Assault (all forms) • Attempted Sexual Assault (all forms) • Sexual Coercion 	1,213 incidents, 82.4 per 100,000

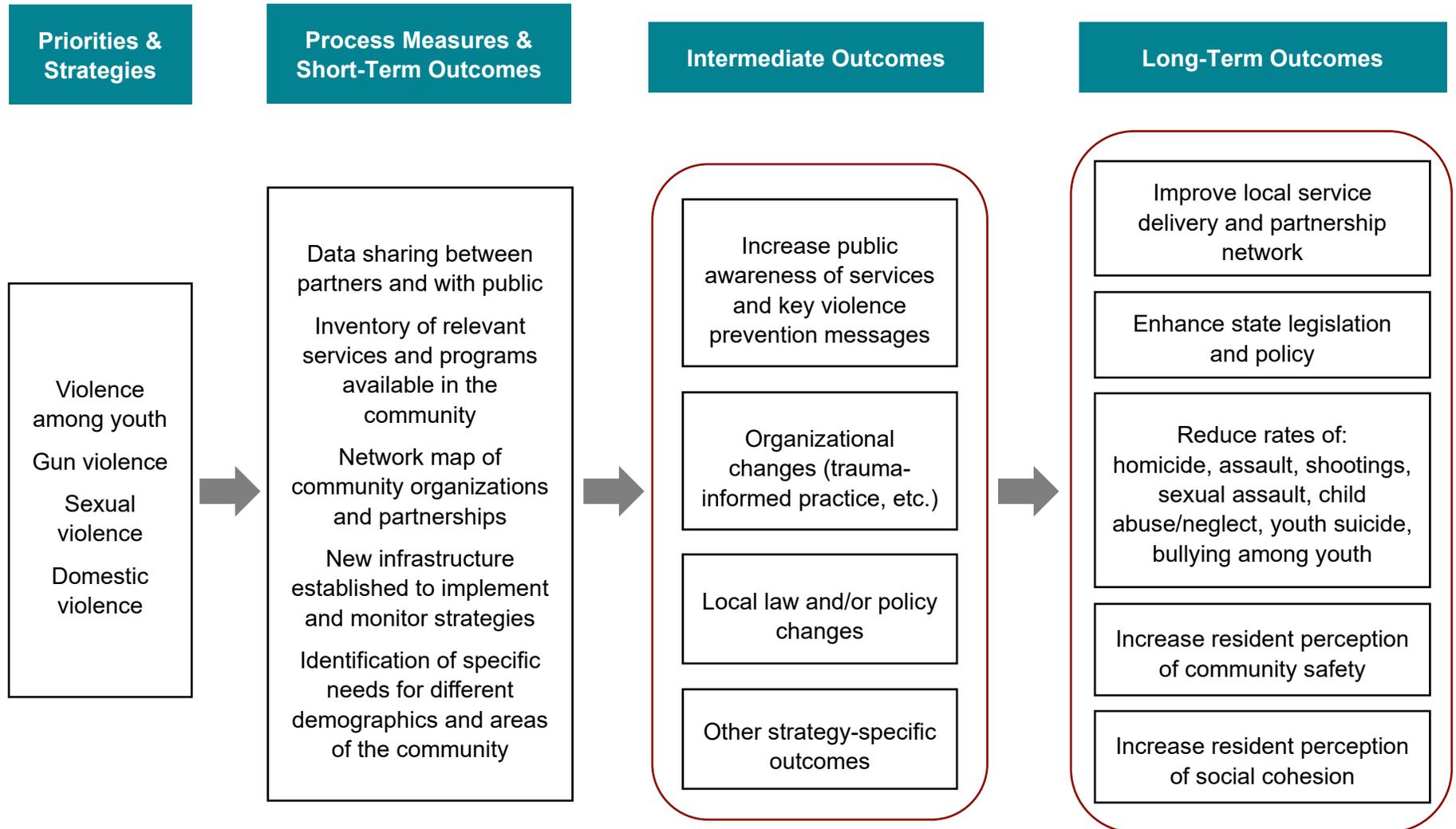
	<ul style="list-style-type: none"> • Prohibited Sexual Conduct • Solicitation – Sexual Assault <p>Sources: Bexar County Sheriff's Office and San Antonio Police Department</p>	(San Antonio jurisdiction, 2022)
Reduce sexual violence among youth	<p>Composite of sexual assault related offenses involving victims under age 18:</p> <ul style="list-style-type: none"> • Sexual Assault (all forms) • Solicitation of a Minor • Sale/Purchase of a Child • Sexual Performance by a Child • Indecency with a Child • Improper Relationship with a Child • All related forms of attempted sexual offenses with a child <p>Sources: Bexar County Sheriff's Office and San Antonio Police Department</p>	<p>1,781 incidents, 121.0 per 100,000 (San Antonio jurisdiction, 2022)</p>
Reduce rate of homicide	<p>Composite of Murder and Capital Murder for all victim ages</p> <p>Sources: Bexar County Sheriff's Office and San Antonio Police Department</p>	<p>165 deaths, 11.2 per 100,000 (San Antonio jurisdiction, 2022)</p>
Reduce rate of intimate partner homicides	<p>All forms of murder involving an intimate partner</p> <p>Sources: Bexar County Sheriff's Office, San Antonio Police Department, and Collaborative Commission on Domestic Violence</p>	<p>24 deaths, 1.2 per 100,000 (Bexar County and San Antonio jurisdictions, 2022)</p>
Reduce rate of child fatalities related to abuse and neglect	<p>Deaths of people under age 18 determined to be cause by abuse or neglect</p>	<p>19 deaths, 0.9 per 100,000</p>

	Source: Texas Department of Family and Protective Services, Texas Child Maltreatment Fatalities and Near Fatalities Annual Report	(Bexar County area, 22)
Increase resident perception of community safety	Perception of community safety as reported through surveys Source: To be established during first year of strategic plan implementation	To be determined
Increase resident perception of social cohesion	Perception of social cohesion as reported through surveys Source: To be established during first year of strategic plan implementation	To be determined

Population data used to calculate rates (U.S. Census Bureau, Population Estimates, 2022):

- City of San Antonio: 1,472,909
- San Antonio and Bexar County area combined: 2,059,530

Logic Model



Acknowledgements

Coordinating Team Members

Deputy Chief Chris Benavides,
San Antonio Police Department

Erica Haller-Stevenson,
San Antonio Metropolitan
Health District

Dr. Kellie Lynch,
University of Texas at
San Antonio

Tracy Tate,
St. John Baptist Church

Planning Group Participant Organizations

150th Civil District Court, Bexar County
45th Civil District Court, Bexar County
Alamo Colleges District
Bexar County Department of Public Health
Bexar County District Attorney's Office
Bexar County Economic & Community
Development
Bexar County Family Justice Center
Bexar County Guardianship Program
Bexar County Pre-Trial Services
Bexar County Sheriff's Office
Big Mama's Safe House
Building Brighter Communities
Center for Health Care Services
ChildSafe

City of San Antonio, Attorney's Office
City of San Antonio, Mayor's Office
City of San Antonio, Metropolitan Health
District
Communities in Schools
Community of Churches for Social Action
Cybersecurity & Infrastructure Security
Agency
Divine Redeemer Presbyterian Church
Domestic Violence Prevention via Faith
Community Collaborative
Family Violence Prevention Services, Inc.
Federal Bureau of Investigation
Harper's Chapel Ministries
Moms Demand Action for Gun Sense in
America
Monster Moms, Inc.

PEACE Initiative
Pride Center
Rape Crisis Center
Rise Recovery
San Antonio Independent School District,
Office of the Superintendent
San Antonio Police Department
Sane Society Collaborative
St. John Baptist Church
Texas RioGrande Legal Aid
University Health
University of Texas at San Antonio,
College of Health, Community, and
Policy
Youth for Christ

(end of document)