



**City of Salem**

# Collective Impact Violence Reduction Plan

FEBRUARY 2025



# Acknowledgements



This violence reduction plan was made possible by the cooperation of numerous individuals from Salem City's community violence prevention ecosystem. Social Contract extends its gratitude to the following:

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Salem City Council

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This project is funded by American Rescue Plan Act (ARPA) dollars allocated to Salem City. The project targets economically disadvantaged areas of the City Qualified Census Tract where the primary intended participants live. The project is intended to coordinate economic and public health impacts of COVID-19 and efforts to contain impacts on the community, residents and businesses and to reduce and respond to increased violence due to the pandemic.

Please note that the forthcoming plan was developed by Social Contract, LLC based on feedback from Steering Committee members; however, the content expressed herein may not reflect the individual or organizational opinions of all participants, the City of Salem, or Salem City Council.

Questions about this report can be addressed to [info@socialcontract.org](mailto:info@socialcontract.org)



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# Letter from the Mayor



Dear readers,

I would like to extend my sincere thanks to the members of the Salem City Community Violence Collective Impact Project Steering Committee. Your dedication and hard work have been instrumental in moving our city toward a safer, more peaceful future.

I would also like to extend a sincere thank you to Social Contract for their facilitation of this collective impact plan.

The challenges we face as a community are complex, but your collective efforts to address community violence and promote healing reflect the best of what we can achieve when we come together with purpose and determination. Each of you has brought invaluable expertise, passion, and commitment to this critical work, and for that, I am deeply grateful.

As you read through this report and the plan moving forward, I hope you see the significant strides we have made as a community and the thoughtful, collaborative approach that has guided our work. The progress we've made is a direct result of the leadership and commitment of those involved, and I am confident that the continued collective efforts will lead us toward an even stronger and more resilient city.

Thank you for your unwavering dedication, and thank you to all who have supported and engaged with this important initiative. Together, we are building a better future for everyone in our city.

Sincerely,

A handwritten signature in black ink that reads "Jody Veler".

Jody Veler  
MAYOR

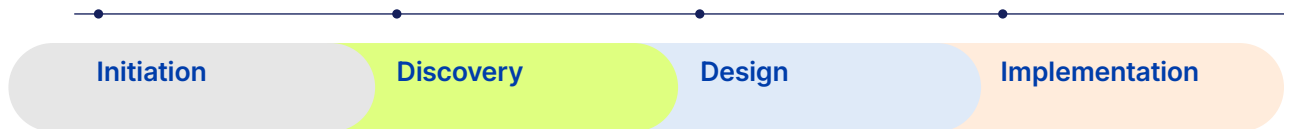


# Preface

In 2023, the City of Salem, through the Office of the Mayor and City Council, issued a Request for Bids seeking a lead agency or consultant to coordinate and implement a Collective Impact model for violence prevention in the city. The City aimed to identify a candidate capable of focusing and aligning efforts across agencies to break the cycle of violence. This included developing a common agenda among stakeholders, establishing shared measurement systems, fostering mutually reinforcing activities, and promoting continuous communication between agencies and the City.

Social Contract, LLC—a Delaware-based, women- and minority-owned social and collective impact consulting firm—responded to the bid and was ultimately selected by the City to serve as the project coordinator. With seven years of experience managing community violence initiatives, Social Contract’s portfolio includes work in Delaware, Pennsylvania, Massachusetts, and, through this project, New Jersey.

Social Contract proposed a four phase project plan:



During the Initiation Phase, Social Contract facilitated an internal project launch with the City of Salem to finalize the scope of work and hosted an in-person project kickoff with select community leaders identified by the City.

The Discovery Phase involved reviewing existing relevant materials, conducting best practice research, interviewing key community leaders, and holding a focus group with youth from the Junior Huddle. This phase culminated in the creation of a [Landscape Analysis Report](#), which offered insights into community perceptions of the drivers of violence and public safety, an analysis of the local ecosystem, a review of current violence prevention efforts, and an identification of gaps within the violence reduction ecosystem.

During the Design Phase, a Steering Committee of community leaders was formed with guidance from the City of Salem. Members participated in six design sessions facilitated by Social Contract, contributing to the development of this plan.

In the final phase of its work with the City of Salem, Social Contract will assist, as requested, in preparing key stakeholders to implement the strategies outlined in the plan.



# Community Violence in Salem City

According to the Centers for Disease Control and Prevention (CDC), community violence “happens between unrelated individuals, who may or may not know each other, generally outside of the home. Examples include assaults or fights among groups and shootings in public places.”<sup>1</sup> In addition to those directly impacted by community violence, the broader population is affected in different ways, such as losing a loved one to violence, having a loved one incarcerated for a crime, or living in a community with ongoing exposure to violence.

In recent years, Salem City has seen a rise in community violence, prompting the strategic development of a community violence reduction plan.

To support the development of the plan, the Salem County Prosecutor’s Office provided data on non-fatal and fatal shooting incidents in Salem City from 2021 to 2024 ([See Appendix A](#)). It is important to note that the 2024 data is current as of October 10, 2024, and does not represent the full calendar year.



## Prevalence

Between 2021 and October 10, 2024, Salem City recorded 41 shooting incidents, resulting in 51 victims. Of these, 42 (82%) sustained non-fatal injuries, while nine (18%) tragically lost their lives to gun violence. While community violence rates initially declined following national post-pandemic trends, they began rising again in 2024.



## Time of Day

In Salem City, as seen nationwide, community violence often occurs outside of regular business hours. Data indicates that 35% of shooting incidents happened between 9:00 PM and 11:00 PM, while 25% occurred between 12:00 AM and 4:00 AM, as well as between 4:00 PM and 8:00 PM. These findings highlight the critical need for around-the-clock services that are accessible when individuals need them most.



## Day of Week

Regarding the day of the week violence occurs, Saturdays had the highest incidence (25%), while Sundays had the lowest (7.5%). Since violence persists throughout the week, it is essential to ensure that programs and services remain available every day.

<sup>1</sup> CDC. (2024, May 16). About Community Violence. U.S Centers for Disease Control and Prevention. <https://www.cdc.gov/community-violence/about/index.html>



## Shooting Victims and Suspects

The data provided by the Salem County Prosecutor’s Office helps to develop a profile of the typical shooting victim and suspect.

	AGE	GENDER	RACE
Victim	Fluctuates Between Ages 10-40	Predominantly Male	Predominately Black
Suspect	Fluctuates Between Ages 10-40	All Male	All Black

### A Note on Age

Notably, victimization among youth ages 10 to 17 declined from 2021 to 2022, then saw a slight increase in 2023. As of October 10, 2024, there were no shooting victims in this age group. Victimization among young adults ages 18 to 24 declined from 2021 to 2023 but rose significantly in 2024. Among older adults ages 25 to 40, victimization remained steady from 2021 to 2022, dropped significantly from 2022 to 2023, and continued to decline in 2024 as of October 10. These fluctuations across age groups highlight the need for targeted interventions tailored to specific age demographics.

The age of known suspects has varied from year to year. In 2021, most violence was committed by young adults ages 18 to 24, followed by older adults ages 25 to 40. In 2022, youth ages 10 to 17 were the primary perpetrators, followed by young adults ages 18 to 24. In 2023, young adults ages 18 to 24 were again the leading group, followed by youth ages 10 to 17. As of 2024, year to date, young adults ages 18 to 24 remain the most common perpetrators, followed by older adults ages 25 to 40. This shift highlights the importance of interventions tailored for different age groups.

### A Note on Gender

While shooting victims in Salem City are predominantly men, a small number of women experience violence each year. It is recommended that Salem City work to better understand the experiences of girls and women affected by violence to ensure gender responsive approaches.

## Motive

For shooting incidents where a motive was identified, “gang-related” was the most commonly cited reason, followed by personal disputes. This data highlights the need for strategies targeting individuals involved in formal and informal groups or gangs, as well as strategies that promote non-violent conflict resolution.








# Our Approach

The Salem City violence reduction plan is grounded in the theory of collective impact and embraces a public health approach to community violence. Both frameworks are described in greater detail below.

## Collective Impact

Collective impact is a structured approach to addressing complex social issues, like community violence, through cross-sector collaboration. Unlike isolated initiatives, collective impact brings together diverse organizations to work toward a shared goal, guided by five key conditions: a common agenda, shared measurement systems, mutually reinforcing activities, continuous communication, and a backbone organization to coordinate efforts.<sup>2</sup>

CONDITIONS OF COLLECTIVE IMPACT	
 <b>Backbone Support</b>	An individual or lead organization responsible for the initiative and coordinating participating organizations
 <b>Common Agenda</b>	A shared vision for change, including common understanding of the problem and a joint approach to solving the problem through agreed upon action
 <b>Mutually Reinforcing Activities</b>	Clear “swim lanes” for organizations leading strategies designed to reduce violence; Partners align and coordinate their efforts where appropriate to reduce duplication of efforts
 <b>Shared Measurement System</b>	Collecting data and measuring results to hold each other, and the initiative, accountable; This allows for data-driven decision making
 <b>Continuous Communication</b>	Consistent and open communication to keep stakeholders informed, build trust, and maintain commitment to the initiative

By fostering collaboration among stakeholders, collective impact enables systemic change that is both scalable and sustainable.

## Public Health Approach

In 2024, Dr. Vivek Murthy issued a landmark U.S. Surgeon General’s Advisory, declaring firearm violence in America a public health crisis. The graphic on the following page illustrates the cascading impact of firearm violence on society.

<sup>2</sup> Kania, J., & Kramer, M. (2011). Collective impact. *Stanford Social Innovation Review*, 9(1), 36-41.

# Firearm violence leads to cascading harm across society

## ● Those who **lose their lives to firearms**

In 2022, **48,204** people **died** from firearm injuries, over 8,000 more lives lost than in 2019.<sup>1</sup>

## Those who are **injured**

From 2019 to 2022, the mean number of weekly ED visits for firearm **injuries** were **consistently highest** among young people (15–24 years).<sup>2</sup>

## Those who are **direct witnesses**

Mothers who **witness** at least one shooting in their community are up to **60%** more likely to meet criteria for depression.<sup>3</sup>

## Those who **lose their loved ones**

Siblings of children and adolescents who **died** from firearm injury exhibited a **2.3-fold** increase in **psychiatric disorders**, mothers exhibited a **3.6-fold** increase, and fathers exhibited a **5.3-fold** increase.<sup>4</sup>

## Those who are exposed in **affected communities**, including schools

**51%** of U.S. teens (ages 14-17) say they **worry** “about a shooting happening at my school or a local school near me.”<sup>5</sup>

## Those who experience **collective trauma and fear**

**79%** of U.S. adults report experiencing **stress** from the possibility of a mass shooting, while **33%** say **fear** prevents them from going to certain places or events.<sup>6</sup>

1. Centers for Disease Control. (2023) *National Center for Health Statistics Mortality Data on CDC WONDER*. WONDER. 2. Zwald, M.L., Van Dyke, M.E., Chen, M.S., et al. (2023) Emergency department visits for firearm injuries before and during the COVID-19 pandemic – United States, January 2019–December 2022. *MMWR Morb Mortal Wkly Rep*, 72, 333–337 3. Leibbrand, C., Rivara, F., & Rowhani-Rahbar, A. (2021). Gun violence exposure and experiences of depression among mothers. *Prevention Science: The Official Journal of the Society for Prevention Research*, 22(4), 523–533. 4. Song, Z., Zubizarreta, J.R., Giuriato, M., Koh, K.A., & Sacks, C.A. (2023). Firearm injuries in children and adolescents: Health and economic consequences among survivors and family members. *Health Affairs*, 42(11). 5. The Southern Poverty Law Center (SPLC), Everytown Research and Policy, & Polarization and Extremism Research & Innovation Lab (PERIL). (2023). U.S. youth attitudes on guns report. 6. American Psychological Association. (2019). *One-Third of us adults say fear of mass shootings prevents them from going to certain places or events.*



Office of the  
U.S. Surgeon General

To read the full advisory, visit:  
<https://www.hhs.gov/sites/default/files/firearm-violence-advisory.pdf>.





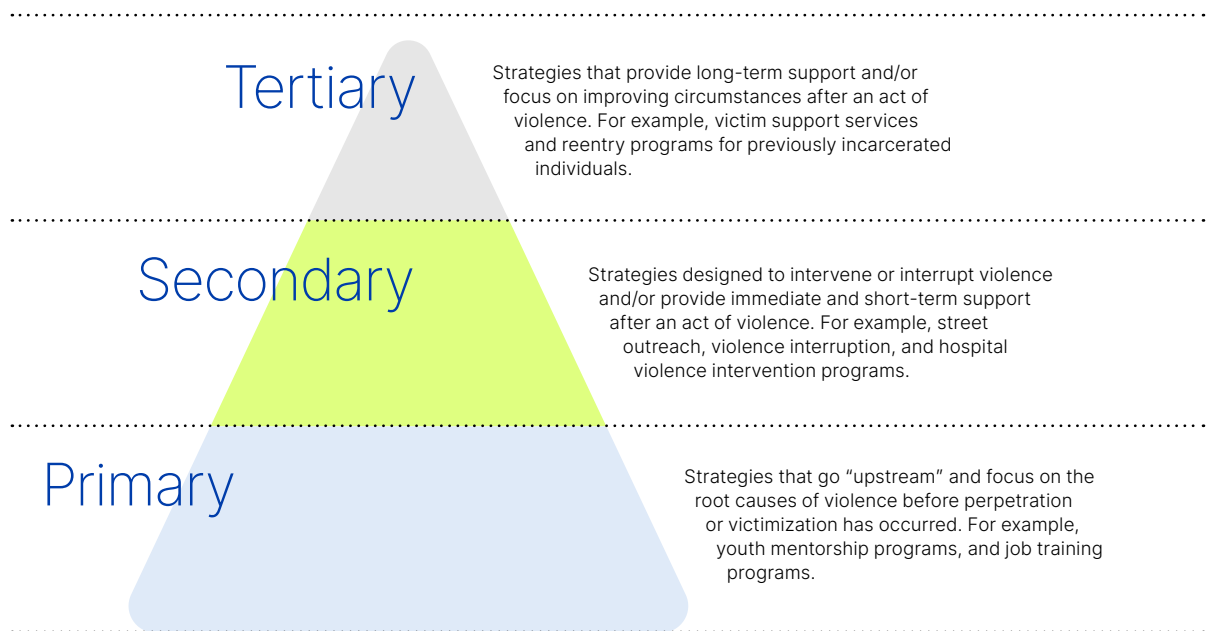
Public health issues, like community violence, require a public health approach for effective resolution.

A public health approach to community violence can drive progress by bringing together community organizations, government entities and other key stakeholders to maximize the benefit of an initiative for the largest number of people while simultaneously working to break cycles of violence among the population that is actively engaged in and/or directly impacted by violence.

The public health approach is guided by four basic steps:



When applying a public health approach, strategies are commonly categorized into three levels: primary, secondary, and tertiary. The illustration below outlines and describes each category.





# Guiding Principles

The contributors of the Salem City violence reduction plan envisioned a vibrant and united Salem where families and youth are supported, basic needs are met, and the community works together to build a safe and prosperous future. Through partnerships, mentorship, and healing programs, Salem City will reduce community violence by addressing the whole person and overcoming trauma. Harnessing Salem City's strengths and shared commitment, members of the collective impact initiative will create safe spaces, empower voices, and inspire opportunity for all, transforming lives for generations to come.

To that end, the work of the collective should be guided by the following principles:

-  **Community Centered** Salem City will place the community at the heart of the violence reduction initiative by engaging and empowering those directly affected by community violence. Solutions will be shaped by the lived experiences, voices, and leadership of the community.
-  **Authentic Collaboration** Coalition members will work together with mutual respect and a shared commitment to the common goal. This requires leaving egos at the door, prioritizing our collective success over individual wins, and valuing the diverse perspectives of other Coalition members.
-  **Honesty & Transparency** Coalition members will communicate openly, share information truthfully, and acknowledge both our successes and challenges. We will engage in clear, consistent, and candid discussions about progress, setbacks, and areas needing improvement.
-  **Data Driven** We will make decisions based on objective evidence rather than assumptions. We will collect, analyze, and use data, to identify trends, measure impact, and adjust approaches for greater effectiveness. We will remain committed to data-driven action to enhance accountability, promote continuous learning, and ensure resources are directed toward the most effective solutions.
-  **Solution Oriented** We will focus on actionable, data-driven strategies to reduce violence and approach challenges with a proactive mindset, seeking innovative and practical solutions.
-  **Sustained Commitment** We recognize that meaningful change requires sustained effort, patience, and perseverance, as addressing the root causes of violence is a complex and ongoing process. We will remain dedicated to the work beyond short-term successes or setbacks and by doing so we will build community trust, ensure initiative stability, and allow for the time needed for strategies to make a lasting impact.



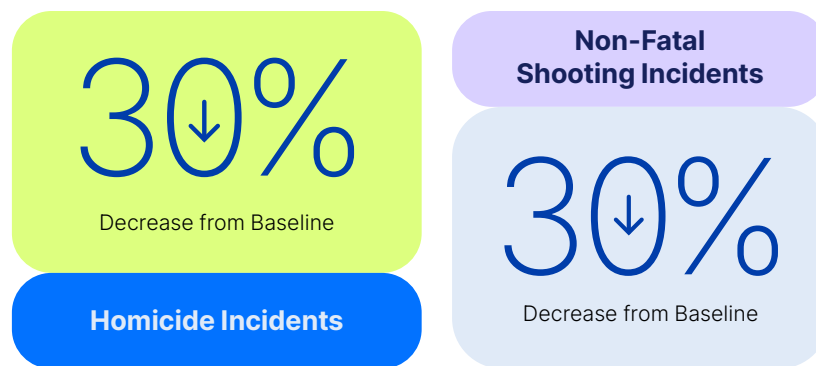
# Long-Term Goal

The name "Salem," used for both the city and county, originates from the Hebrew word shalom and the Arabic word salaam, both meaning "peace." The Salem City violence reduction plan is designed, ultimately, to bring peace to the individuals and communities who have been impacted by violence.

In alignment with the Center for Gun Violence Solutions at the Johns Hopkins Bloomberg School of Public Policy<sup>3</sup>, **Salem City strives to reduce community violence 30% by 2030.**

In order to ensure Salem City is making progress toward these goals, the Backbone should track progress, annually, using the templates provided in [Appendix B](#).

Notably, violence rates fluctuate from year to year. Stakeholders should not be discouraged by periods of increased violence but should instead view them as opportunities for reflection. Each year, stakeholders in the collective impact initiative should assess the effectiveness of existing efforts and use data-driven insights to refine and strengthen their strategies as needed.



## Theory of Change

While reducing community violence by 30% by 2030 may feel like an ambitious goal, stakeholders of the Collective Impact initiative can use the following Theory of Change (ToC) to guide their work, ensuring efforts are intentional, evidence-based, and aligned with the ultimate vision for change. A ToC provides a clear roadmap for achieving a long-term goal by outlining the steps, conditions, and assumptions necessary for success. By identifying key activities, desired outcomes, and the causal relationships between them, a ToC helps organizations and initiatives stay focused, measure progress, and make strategic adjustments along the way. For guidance on how to interpret the ToC, see [Appendix C](#).

<sup>3</sup> Johns Hopkins Bloomberg School of Public Health. (2024, June 5). A bold new goal: Reduce gun violence 30% by 2030. Center for Gun Violence Solutions <https://publichealth.jhu.edu/center-for-gun-violence-solutions/2024/a-bold-new-goal-reduce-gun-violence-30-by-2030>

## PROBLEM STATEMENT

Salem City possesses strong community resilience but struggles with cycles of violence, economic hardship, and limited opportunities for youth, young adults, and their families. Gaps exist within the violence reduction ecosystem, with some efforts remaining fragmented or underfunded. Additionally, the absence of a backbone organization to coordinate these efforts and drive collective impact among key stakeholders further hinders progress. Combined, these factors create significant challenges in addressing the root causes of community violence.

INPUTS	ACTIVITIES	OUTPUTS	INTERMEDIATE OUTCOMES	LONG TERM OUTCOMES
<b>Building Collective Impact Infrastructure</b> <ul style="list-style-type: none"> <li>Dedicated residents, mentors, and youth leaders</li> <li>Local businesses &amp; employers</li> <li>Nonprofits, faith-based groups, and service providers</li> <li>Government agencies &amp; law enforcement</li> <li>Regional partnerships</li> </ul>	<ul style="list-style-type: none"> <li>Establish a backbone organization to coordinate efforts</li> <li>Create shared goals and accountability systems</li> <li>Build cross-sector alliances and partnerships</li> <li>Secure funding and resources for sustainability</li> <li>Convene stakeholders regularly to align strategies</li> </ul>	<ul style="list-style-type: none"> <li>A coordinated action plan for violence reduction</li> <li>Improved stakeholder collaboration and alignment</li> <li>More effective resource allocation</li> </ul>	<ul style="list-style-type: none"> <li>Greater alignment and coordination among stakeholders</li> <li>More efficient use of funding and resources</li> </ul>	<ul style="list-style-type: none"> <li>Increased trust and engagement from the community</li> <li>Strengthened regional coordination in crime prevention</li> </ul>
<b>Supporting Individuals at Highest Risk</b> <ul style="list-style-type: none"> <li>Outreach workers and mentors</li> <li>Youth leadership initiatives</li> <li>Parenting support &amp; family engagement</li> <li>Community-based violence intervention programs</li> <li>Trauma-informed service providers</li> <li>Job training and education resources</li> </ul>	<ul style="list-style-type: none"> <li>Implement targeted intervention strategies for individuals at highest risk</li> <li>Strengthen violence intervention and mediation programs</li> <li>Provide wraparound support services (housing, counseling, job pathways)</li> <li>Foster trust through credible messengers and community relationships</li> </ul>	<ul style="list-style-type: none"> <li>Increased participation in mentorship and leadership programs</li> <li>Families receive support and guidance to foster stability</li> </ul>	<ul style="list-style-type: none"> <li>Reduced retaliatory violence and cycles of harm</li> <li>Increased trust between individuals at highest risk and service providers</li> </ul>	<ul style="list-style-type: none"> <li>Reduced gun-related incidents</li> <li>More comprehensive offender intervention strategies in place</li> <li>Families and young people have the tools and support they need to thrive</li> </ul>
<b>Strengthening Protective Factors for Youth and Young Adults</b> <ul style="list-style-type: none"> <li>Mentorship programs</li> <li>Youth leadership initiatives</li> <li>Family support networks</li> <li>Job training programs and entrepreneurship opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Develop a directory of current youth and young adult-focused programs</li> <li>Establish a youth leadership council</li> <li>Implement workforce development programs for youth and young adults</li> </ul>	<ul style="list-style-type: none"> <li>Increased youth employment rates</li> <li>More youth and young adults gain job skills and career readiness</li> </ul>	<ul style="list-style-type: none"> <li>Expanded economic opportunities for individuals at highest risk</li> <li>Reduced economic insecurity and financial desperation</li> </ul>	<ul style="list-style-type: none"> <li>Higher employment rates among high-risk populations</li> <li>More young people see a future in Salem City</li> </ul>
<b>Enhancing Law Enforcement Response to Violence</b> <ul style="list-style-type: none"> <li>Law enforcement and public safety resources</li> <li>Community partnerships with policing agencies</li> <li>Public health-informed policing strategies</li> </ul>	<ul style="list-style-type: none"> <li>Train officers in community-centered, trauma-informed policing</li> </ul>	<ul style="list-style-type: none"> <li>More officers trained in community-centered approaches</li> <li>Increased collaboration between law enforcement and community organizations</li> </ul>	<ul style="list-style-type: none"> <li>Enhanced trust between law enforcement and the community</li> <li>Reduced reliance on punitive measures in favor of holistic solutions</li> </ul>	<ul style="list-style-type: none"> <li>Safer neighborhoods through balanced community-law enforcement strategies</li> </ul>
<b>Addressing Root Causes of Violence</b> <ul style="list-style-type: none"> <li>Economic development programs</li> <li>Trauma recovery and mental health services</li> <li>Educational and workforce development initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Expand trauma-informed care and mental health services</li> <li>Increase access to safe, supportive spaces for youth and families</li> <li>Strengthen violence intervention and mediation programs</li> </ul>	<ul style="list-style-type: none"> <li>More youth and families access mental health and healing services</li> <li>Greater use of safe spaces for recreation and support</li> </ul>	<ul style="list-style-type: none"> <li>Increased emotional resilience and well-being</li> <li>Decrease in community-wide trauma effects</li> </ul>	<ul style="list-style-type: none"> <li>Reduced violence as root causes are addressed holistically</li> </ul>
<b>Community Engagement and Strategic Partnerships</b> <ul style="list-style-type: none"> <li>Resident leadership groups</li> <li>Neighborhood safety initiatives</li> <li>Youth advocacy platforms</li> </ul>	<ul style="list-style-type: none"> <li>Establish resident-led safety initiatives</li> <li>Create platforms for youth and community voices</li> <li>Train community members in violence prevention strategies</li> </ul>	<ul style="list-style-type: none"> <li>More residents and youth actively engaged in safety efforts</li> <li>Stronger community relationships and trust</li> </ul>	<ul style="list-style-type: none"> <li>Greater awareness and use of violence prevention resources</li> <li>Increased community-driven solutions to violence reduction</li> </ul>	<ul style="list-style-type: none"> <li>Salem City becomes a place where residents feel safe, heard, and empowered</li> </ul>
<b>Advancing Public Policy</b> <ul style="list-style-type: none"> <li>Policy advocates and researchers</li> <li>Community organizations and grassroots leaders</li> <li>Government and legislative stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Advocate for evidence-based policies that address violence prevention</li> <li>Promote responsible gun ownership laws</li> <li>Mobilize the community to support policy change efforts</li> </ul>	<ul style="list-style-type: none"> <li>Increased policy focus on violence reduction</li> <li>Legislative support for holistic violence prevention strategies</li> </ul>	<ul style="list-style-type: none"> <li>More equitable public safety policies</li> <li>Increased funding and support for violence prevention initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Sustainable policy changes that contribute to long-term community safety</li> </ul>
<b>Monitoring, Evaluation, Accountability, and Learning (MEAL)</b> <ul style="list-style-type: none"> <li>Data analysts and research partners</li> <li>Performance tracking systems</li> <li>Community feedback mechanisms</li> </ul>	<ul style="list-style-type: none"> <li>Establish data collection and evaluation frameworks</li> <li>Conduct regular assessment of intervention effectiveness</li> <li>Foster a culture of continuous learning and adaptation</li> </ul>	<ul style="list-style-type: none"> <li>Clear, data-driven insights into program success</li> <li>Regular reporting on progress and impact</li> </ul>	<ul style="list-style-type: none"> <li>More informed decision-making for program improvements</li> <li>Increased accountability among stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Sustainable, evidence-based violence prevention efforts</li> </ul>

### Key Assumptions

- Collaboration is essential. Sustainable change requires cross-sector partnerships, with residents, organizations, businesses, and government working together toward a shared vision.
- Everyone has strengths to contribute. Youth, families, and community members are not just recipients of services but active leaders in creating solutions.
- Healing and opportunity reduce violence. Addressing trauma, expanding economic opportunities, and fostering positive connections are critical to breaking cycles of harm.
- The right resources exist—they must be better aligned. Salem has the talent, expertise, and commitment to create lasting change, but coordination and investment are necessary to maximize impact.
- Community trust must be built and maintained. Lasting progress depends on transparency, accountability, and ensuring that all voices—especially those most affected by violence—are heard and valued.

## IMPACT STATEMENT

We envision a vibrant and united Salem where families and youth are supported, basic needs are met, and the community works together to build a safe and prosperous future. Through partnerships, mentorship, and healing programs, Salem City will reduce community violence by addressing the whole person and overcoming trauma. Harnessing Salem City's strengths and shared commitment, members of the collective impact initiative will create safe spaces, empower voices, and inspire opportunity for all, transforming lives for generations to come.



# Priority Areas

Community violence is a complex social problem that will not be solved by simple solutions, or by a single program or organization acting alone. The Salem City violence reduction plan is designed to achieve its overarching long-term goals of reducing homicide incidents and non-fatal shooting incidents through the implementation of strategies and activities grouped into eight priority areas.





# Building Collective Impact Infrastructure



The first step in launching a successful collective impact initiative to reduce community violence is to build a strong infrastructure that supports effective collaboration. This includes establishing a backbone organization to coordinate efforts, developing a clear brand identity, setting up a governance structure, creating robust communication channels, regularly convening key stakeholders, and implementing a fundraising plan for the initiative.

STRATEGY	ACTIVITIES
<b>1.1 Establish a backbone organization</b>	Identify and designate a lead organization to serve as the backbone organization and fulfill the roles outlined in <a href="#">Appendix D</a> .
<b>1.2 Develop a brand identity for the initiative</b>	<p>Create a name, logo, and tagline that reflect the mission and values of the initiative</p> <p>Establish brand guidelines to ensure uniformity in colors, fonts, and imagery across all materials</p> <p>Develop a landing page and social media accounts for the initiative</p> <p>Launch a public awareness campaign to introduce the brand and educate residents about the initiative</p> <p>Create print and digital materials (brochures, flyers, posters, social media graphics) to spread the initiative's message</p>
<b>1.3 Establish a governance structure</b> (See <a href="#">Appendix E</a> )	<p>Identify criteria for Coalition membership to include diverse stakeholders</p> <p>Draft a charter outlining the roles and responsibilities of Coalition members; decision making processes; and protocols for conflict resolution and accountability among partners</p> <p>Establish Work Groups by priority area outlined in the violence reduction plan</p>
<b>1.4 Create robust communication channels</b>	<p>Develop a contact list of Coalition members</p> <p>Develop a contact list of broader stakeholders to keep informed</p> <p>Publish a monthly or quarterly newsletter to share updates, success stories, and upcoming events</p>
<b>1.5 Convene the Coalition</b>	<p>Develop a regular meeting schedule for the Coalition and Work Groups (monthly meetings, at minimum, are recommended)</p> <p>Develop a standing agenda for Coalition meetings</p> <p>Circulate and archive notes after each meeting</p> <p>Track and follow up on action items that surface during each meeting</p>
<b>1.6 Develop and implement a fundraising plan</b> (See <a href="#">Appendix F</a> )	<p>Determine the most efficient and sustainable ways to collect funds for the initiative</p> <p>Develop a detailed budget for the initiative, ensuring it covers all operational costs, program expenses, and the long-term sustainability of the backbone organization</p> <p>Develop and implement a targeted fundraising strategy, outlining specific goals, key funding sources, and engagement tactics to secure the financial resources needed to support the initiative's efforts</p> <p>Develop a tracking system to monitor contributions, fundraising progress, and expenditures to ensure funds are being used effectively</p>



# Supporting Individuals at Highest Risk

According to the National Network for Safe Communities, less than 1% of a city’s population is responsible for approximately 50% of its violence<sup>4</sup>. In Salem City, this equates to just over 50 individuals. Engaging those at the highest risk is a critical strategy for addressing community violence. By providing targeted outreach, mentorship, and support services, programs can intervene, ideally, before violence occurs. Building trust with those most at risk and offering alternatives to violence not only reduces immediate harm but also helps break cycles of retaliation and long-term community trauma.

STRATEGY	ACTIVITIES
<b>2.1 Implement street outreach, interruption and credible messenger programs</b>	Support Live Worth Living’s expansion into Salem City  Embed, if they do not already exist, Cognitive Behavioral Interventions, into program model
<b>2.2 Implement hospital-based violence intervention initiatives</b>  <div data-bbox="344 821 760 926" style="border: 1px solid #ccc; border-radius: 15px; padding: 5px; background-color: #e6f2ff;"> <p><b>RESOURCE</b>  <a href="#">Keys to Collaboration Between HVIPS and Cure Violence Programs</a></p> </div>	Support Acenda’s expansion into Salem City  Embed, if they do not already exist, Cognitive Behavioral Interventions, into program model
<b>2.3 Establish partnerships between programs serving individuals at highest risk</b>	Acenda should establish MOU’s with nearby HVIPs that may serve Salem City residents to foster coordination

<sup>4</sup> Stephen Lurie et al., “The Less Than 1%: Groups and the Extreme Concentration of Urban Violence,” National Network for Safe Communities at John Jay College, November 14, 2018, [https://cdn.theatlantic.com/assets/media/files/npsc\\_gmi\\_concentration\\_asc\\_v1.91.pdf](https://cdn.theatlantic.com/assets/media/files/npsc_gmi_concentration_asc_v1.91.pdf).



# Strengthening Protective Factors For Youth and Young Adults



Preventing community violence requires a proactive approach that strengthens protective factors for youth and young adults. By investing in programs that build protective factors — like mentorship programs, conflict resolution training, and economic opportunities — young people can become empowered to make positive choices and avoid high-risk behaviors.

STRATEGY	ACTIVITIES
<b>3.1 Create a directory of existing programs in Salem City designed to serve youth and young adults</b>	Develop directory of current youth and young adult-focused programs  Publish and regularly update an online directory that lists all identified programs, including brief descriptions, contact information, eligibility criteria, and program schedules
<b>3.2 Expand community-based programs</b>	Conduct an audit of the program directory to identify gaps in service and develop plans to fill those gaps Offer training in mediation and conflict resolution to equip youth with nonviolent problem-solving skills Develop public speaking and advocacy workshops to help youth and young adults express their concerns and propose solutions Facilitate creative arts programs (music, poetry, film, and storytelling) that allow youth and young adults to share their perspectives on violence and solutions Implement sports and recreational activities that promote teamwork, discipline, and positive peer relationships Partner with schools, faith-based groups, and non profits to provide safe spaces for youth engagement Work in partnership with Big Brothers, Big Sisters of Cumberland and Salem Counties to recruit mentors in Salem City
<b>3.3 Collaborate with local schools to reduce youth violence</b>	Work with schools to increase the availability of mental health professionals and counselors who can support students dealing with trauma, stress, and emotional challenges Partner with schools to introduce restorative justice practices Train school staff in trauma-informed practices Explore the feasibility of leveraging existing stakeholders to implement a model like Washington DC's <a href="#">Safe Passage</a> program Explore school based programs like <a href="#">Youth Guidance's Becoming a Man (BAM)</a> and <a href="#">Working on Womanhood (WOW)</a>
<b>3.4 Support youth in achieving educational goals</b>	Provide after-school tutoring programs to help students improve academic performance Offer college and career readiness workshops to guide students in setting and achieving long-term goals Assist individuals who have dropped out of school in obtaining their GED
<b>3.5 Implement workforce development and training strategies for youth and young adults</b>	Offer programs focused on essential job skills such as resume building, interview techniques, professional communication, and time management, aimed at preparing youth and young adults for the workforce Support "Earn and Learn" initiatives that allow young people to participate in paid training programs or on-the-job training, enabling them to earn while learning important industry skills Partner with local businesses and organizations to provide internships and job-shadowing opportunities Partner with vocational schools and colleges to offer certifications in high-demand industries such as construction, healthcare, information technology, and manufacturing Provide access to online learning platforms that offer youth and young adults access to online platforms that provide courses in coding, digital literacy, design, and other marketable skills, allowing them to learn at their own pace Offer entrepreneurship workshops focused on the basics of starting and running a business, including business planning, financing, marketing, and managing a company
<b>3.6 Engage youth in partnerships and solutions</b>	Establish a Youth Advisory Council to involve young people in decision-making on violence prevention strategies Create Youth Ambassador programs where young leaders advocate for nonviolence in their schools and communities Organize youth-led town halls and forums to give young people a platform to share their experiences and ideas Develop peer mentorship programs where older youth guide younger students in making positive choices Implement youth-led community service projects to promote civic engagement and community pride



# Enhancing Law Enforcement Response to Violence



Enhancing law enforcement's response to violence is a critical component of a comprehensive strategy. By integrating evidence-based policing strategies with public health principles, law enforcement can work alongside community organizations, service providers, and residents to create long-term, sustainable solutions for violence reduction.

STRATEGY	ACTIVITIES
<p><b>4.1 Ensure that the City's efforts focus on those at highest risk of violence</b></p> <p>The <a href="https://nnscommunities.org/wp-content/uploads/2024/12/NNSC-Problem-Analysis-Fact-Sheet.pdf">National Network for Safer Communities</a> can assist Police Departments in conducting a Problem Analysis. For more information, visit: <a href="https://nnscommunities.org/wp-content/uploads/2024/12/NNSC-Problem-Analysis-Fact-Sheet.pdf">https://nnscommunities.org/wp-content/uploads/2024/12/NNSC-Problem-Analysis-Fact-Sheet.pdf</a></p>	<p>Conduct a problem analysis to identify individuals at highest risk, groups/gangs that currently exist in Salem City</p> <hr/> <p>Use data to identify hotspots by analyzing crime data to identify hotspots and prioritize presence in areas where violence is more likely to occur</p> <hr/> <p>Partner with community-based organizations, mental health professionals, and social services to address the root causes of violence and offer support to those at high risk</p>
<p><b>4.2 Facilitate Shooting Reviews</b></p>	<p>Analyze each shooting incident that takes place in Salem City using the questing listed in the call out box below</p>
<p><b>4.3 Build positive relationships with the community</b></p>	<p>Continue to promote community policing efforts where officers engage in regular, positive interactions with residents to build trust and understand the community's needs</p> <hr/> <p>Explore the feasibility of launching a Youth Cadet program to create a pipeline for youth and young adults interested in a career in law enforcement</p> <hr/> <p>Partner with the Coalition to host public safety town halls, at minimum, on a quarterly basis</p> <hr/> <p>Create youth-police dialogues to build trust and improve relationships between law enforcement and young people</p>

A Shooting Review is a detailed examination of the circumstances surrounding a shooting incident with the goal of identifying immediate courses of action and lessons learned to improve responses and prevent future incidents. Key questions to ask during the review include:

- What happened and why?
- Who was involved (victim, suspected actor, etc.)?
- Was the incident related to group/gang violence?
- What is the likelihood of retaliation, by who, and how?
- What can be done to prevent the likelihood of retaliation?
- What needs to happen immediately?
- What support can be offered to those involved?
- How could this incident have been prevented?
- What are the lessons learned from this case?



# Addressing Root Causes of Violence



Community violence is not just a criminal justice issue but a complex social and public health challenge driven by factors such as poverty, lack of economic opportunities, limited access to education, untreated trauma, and systemic inequities. Effective community violence prevention initiatives require a holistic approach that aims to tackle the underlying conditions that contribute to violence.

## STRATEGY

## ACTIVITIES

### 5.1 Prioritize strategies to protect and maintain safe physical conditions in neighborhoods

#### CASE STUDY Lights-On Delaware Strong

This grant funded initiative involves volunteers going door to door in neighborhoods of select cities, offering residents free energy-efficient LED exterior lighting, installed at no cost to help save residents money on electric bills through high-efficiency LED and solar-powered lighting and to increase lighting which can assist in reducing violence.

To learn more about this initiative, visit:  
<https://helpinitiative.org/lights-on-delaware-strong/>

Explore opportunities to pay youth and young adults to lead community clean ups

Install or improve street lights in high-crime areas to increase visibility and reduce opportunities for violence

Install public cameras in areas prone to criminal activity, deterring crime and assisting in investigations

Implement crime prevention through environmental strategies and neighborhood beautification projects

### 5.2 Support community revitalization efforts

Repurpose vacant properties into productive spaces such as community hubs, affordable housing, or public amenities

### 5.3 Expand access to financial literacy education

Offer community-based financial literacy workshops to educate individuals on budgeting, saving, credit management, and financial planning

Partner with local financial institutions to offer expert-led seminars on personal finance, managing debt, and building credit

Explore opportunities to establish IDA & Match Savings programs for youth and young adults

### 5.4 Promote individual and community healing

Train service providers in trauma-informed care to recognize and respond to trauma symptoms with empathy and understanding

Host community healing circle and story telling sessions where individuals can come together to share their experiences, listen, and process collective grief or trauma in a safe, supportive environment

Partner with Moms Demand Action to create peer-led support groups and family healing programs

Implement arts-based healing initiatives that allow individuals to express themselves, process emotions, and heal from trauma through creative outlets

### 5.5 Connect residents to support services

Develop and regularly update an online directory of vetted resources

Leverage the Salem Community Ambassadors to connect residents to resources

Launch a public awareness campaign to inform residents about the services available to them, focusing on reducing stigma around accessing support services

### 5.6 Expand parent support programs

Offer parenting workshops focused on conflict resolution, effective communication, and positive discipline strategies

Train parents to recognize early warning signs of youth involvement in violence and risky behaviors

Provide trauma-informed training to help parents support children exposed to violence

Develop financial literacy and employment readiness programs to help parents create stable home environments

Host family bonding events that encourage healthy interactions and strengthen parent-child relationships

Create support groups for parents to connect, share experiences, and access peer support

Establish fatherhood initiatives to engage and support fathers in active parenting



Lasting solutions require collaboration between residents, law enforcement, service providers, local government, and community organizations to create a united front against violence. Engaging the community builds trust, empowers those most affected, and ensures that strategies are responsive to local needs. Strategic partnerships enhance coordination, align resources, and foster innovative solutions by leveraging the strengths of diverse stakeholders. By working together, communities can implement strategies that address the root causes of violence and create safer communities.

STRATEGY	ACTIVITIES
<b>6.1 Foster intergovernmental collaboration</b>	Host quarterly or biannual meetings between elected officials within the tri-county vicinage to discuss shared concerns, challenges, and strategies related to violence reduction  Develop joint funding initiatives to secure resources for violence reduction programs and services, ensuring that resources are effectively allocated to meet community needs
<b>6.2 Host community engagement events and activities</b>	Develop and publish a calendar of events  Organize quarterly forums where residents can express concerns, share experiences, and suggest solutions for reducing violence  Partner with key stakeholders to host activities during National Crime Victims' Rights Week  Partner with key stakeholders to observe the National Day of Remembrance for Murder Victims  Continue to Host National Night Out
<b>6.3 Launch a public awareness campaign</b>	Develop public awareness campaigns in partnership with key stakeholders to mobilize support for violence prevention and change community norms related to violence  Support youth-driven social media campaigns that promote messages of peace, resilience, and empowerment



Advancing public policy is a critical step in addressing violence and creating safer communities. By enacting policies that support comprehensive approaches to violence reduction, strengthen community resources, and promote responsible gun ownership, policymakers can take a proactive approach to reducing community violence and protecting lives.

STRATEGY	ACTIVITIES
<b>7.1 Develop a policy agenda</b>	Identify program and policy recommendations that address community violence and its root causes  Build a coalition of allies with other organizations, community groups, and individuals to create a unified voice for policy change and amplify the message about the importance of reducing violence
<b>7.2 Raise awareness of policy agenda</b>	Engage with legislators and policymakers to advocate for violence reduction policies  Mobilize community members to advocate for the proposed policy agenda  Conduct public awareness campaigns to educate the public and gain broad support for policy changes aimed at reducing violence



## New Jersey is **#6** in the country for gun law strength

View Everytown for Gun Safety's scorecard here: <https://everytownresearch.org/rankings/state/new-jersey/>



Monitoring, Evaluation, Accountability, and Learning (MEAL) are essential components of a successful initiative to address community violence. By systematically tracking data, assessing the effectiveness of interventions, and holding stakeholders accountable, communities can ensure that violence prevention efforts are evidence-based and impactful. Regular evaluation allows for the identification of what works, what needs improvement, and how resources can be better allocated. Fostering a culture of continuous learning ensures that strategies remain adaptable to evolving challenges. Through a commitment to MEAL, stakeholders can refine their approaches, improve coordination, and drive sustainable, long-term reductions in violence.

STRATEGY	ACTIVITIES
<b>8.1 Establish Key Performance Indicators (KPIs)</b>	Identify and define clear KPIs related to violence reduction
	Establish baseline data for the indicators so that future progress can be compared and evaluated
<b>8.2 Develop a Data Collection System</b>	Develop a secure and accessible system for collecting, storing, and analyzing data
<b>8.3 Implement Regular Evaluations</b>	Engage with an evaluator to carry out evaluations of violence reduction programs at regular intervals (e.g., quarterly or annually) to assess the effectiveness and identify areas for improvement
<b>8.4 Foster Accountability Mechanisms</b>	Regularly monitor progress towards achieving established violence reduction goals and hold organizations and partners accountable for their contributions
	Publish periodic reports that include findings from monitoring and evaluations, highlighting successes and areas that need improvement
	Implement a system where feedback from the community, partners, and stakeholders is incorporated into the ongoing refinement and adjustment of strategies
<b>8.5 Promote Continuous Learning</b>	Foster a learning culture where stakeholders are encouraged to share insights, successes, challenges, and lessons learned to continuously improve efforts
	Use findings from evaluations and ongoing data collection to adjust programs and strategies, ensuring that interventions are tailored to emerging needs and trends



# The Journey Ahead

The experiences of Salem City residents weigh heavily on the collective consciousness of the city and those who call it home. Community violence is preventable, and through the dedication of government, nonprofits, community leaders, law enforcement, the health sector, schools, the local business community, and the heart of the city — its residents — Salem City can make meaningful progress in living up to the origin of its name: **peace**.

Salem does not stand alone in its mission to create a safer and healthier community where opportunity and peace thrive. Stakeholders at the national and state levels are engaged in community violence intervention and prevention work and can be tapped into for support. The city of Salem is special within itself because of the passion, dedication, and sense of community shared by its residents. These qualities combine to form the foundation for meaningful progress.

A positive path forward exists. The violence reduction plan developed by the Steering Committee offers a guide for building a stronger and safer Salem. When multidisciplinary stakeholders from the community are able to collaborate through open dialogue, meaningful and sustainable change is possible.

On the path towards a community free from violence, it is important to remember that change occurs gradually. Obstacles will arise making the journey to success feel longer or sometimes it may feel as progress has completely stalled. However, each collective step brings the community closer to a future without violence. Addressing the root causes of violence is a complex task but it is worth it knowing that opportunity and peace will become the new norm.

The violence reduction plan highlights the commitment the community in Salem has made to support youth, assist those most at risk, and foster a culture of accountability and support. As noted, the road ahead will not always be easy or clear. However, just as this plan was shaped through collaboration, dedication, authentic conversations, hope, and the belief that change is possible, the path forward remains bright and achievable.

The progress Salem has made so far is proof that collective impact is possible and happening. It is vital to continue to build strong community relationships that will drive collective impact. Along the way remember that rest is an essential part of resilience. In moments of doubt it's important to recognize how far the community has already come and the impact that's been made. Lean on each other, support each other, and uplift one another.



**SALEM IS**

**Resilient.**

**SALEM IS**

**Community.**

**SALEM IS**

**United.**

Together, the work toward a safer, more prosperous and peaceful Salem can continue and grow. Every step taken—whether big or small—brings the community closer to a future where peace, safety, opportunity, and hope replace fear and violence.

By walking this path together, Salem City can turn its vision for a safer community into a lasting reality. All that stands between vision and reality is the dedication and effort required to bring it to life.





# Appendices



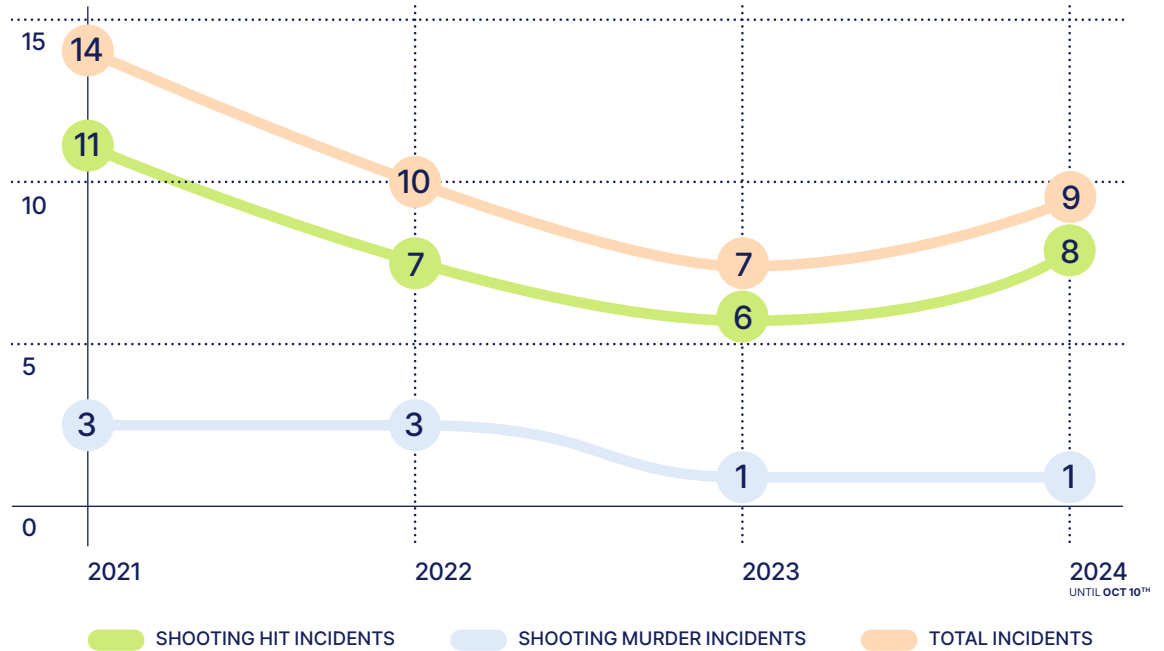
# Appendix A

## Salem City Crime Data

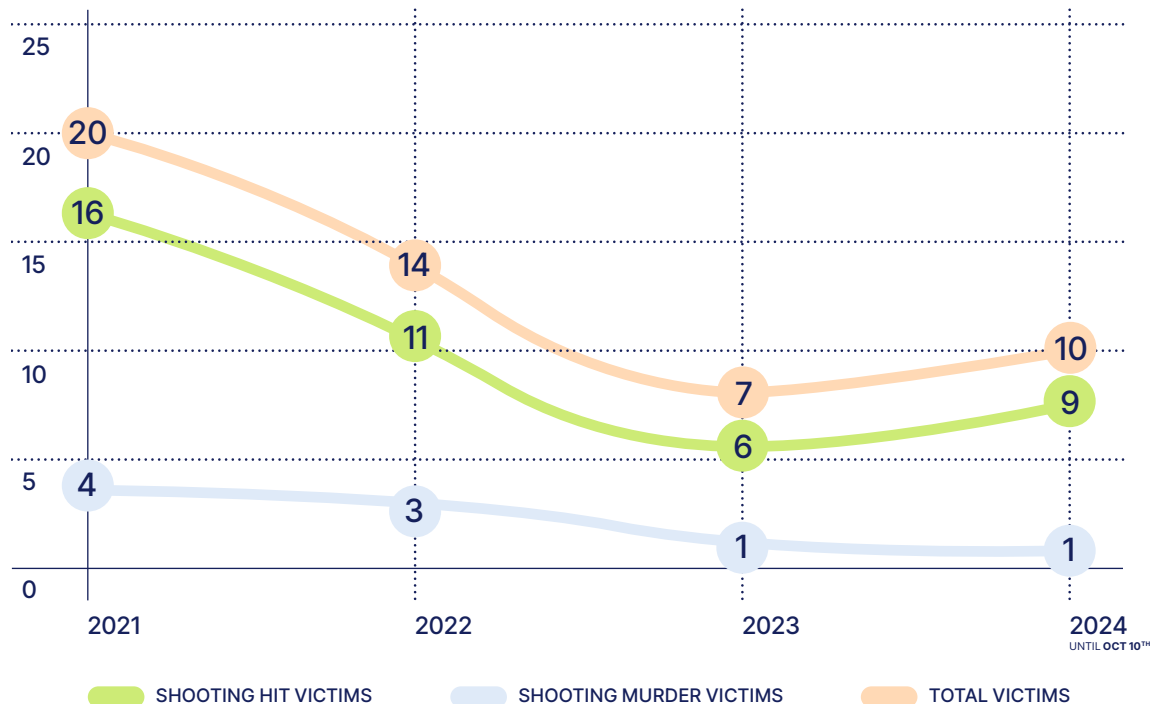


To support the development of the violence reduction plan, the Salem County Prosecutor's Office provided data on non-fatal and fatal shooting incidents in Salem City from 2021 to 2024. It is important to note that the 2024 data is current as of October 10, 2024, and does not represent the full calendar year.

### Shooting Incidents, 2021 - 2024

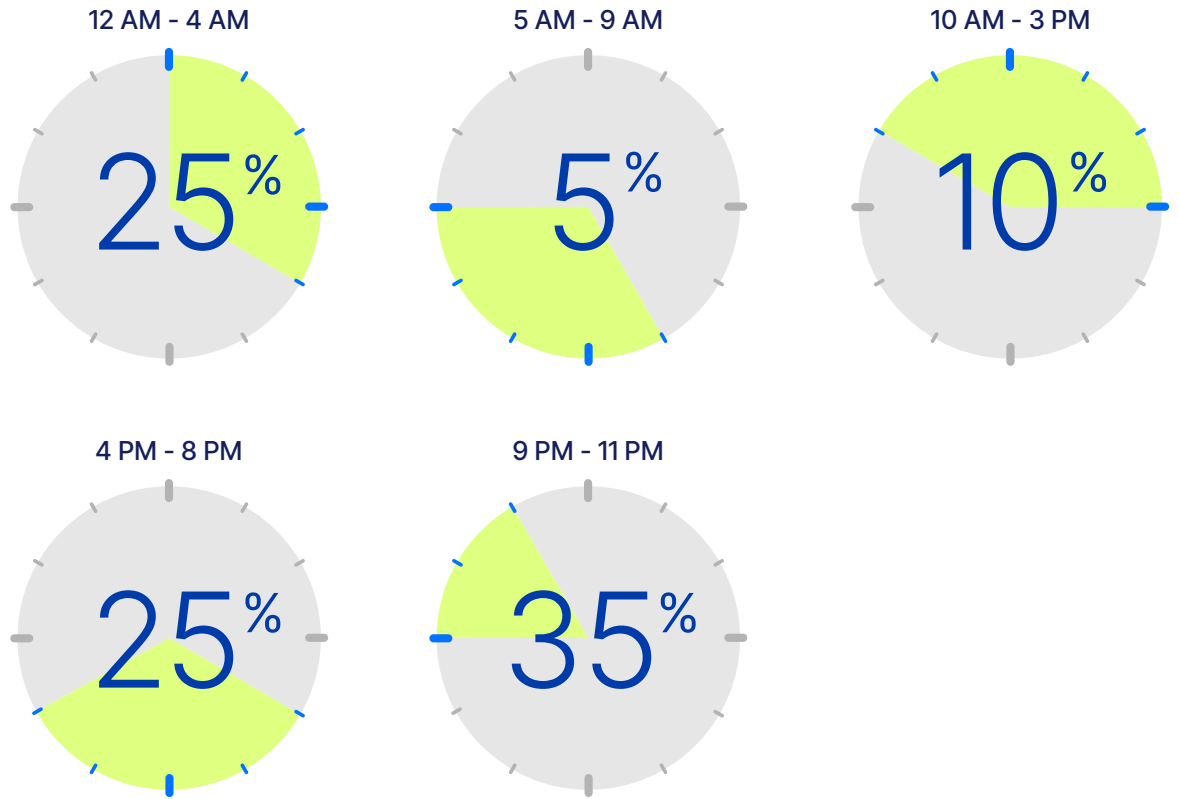


### Shooting Victims, 2021 - 2024

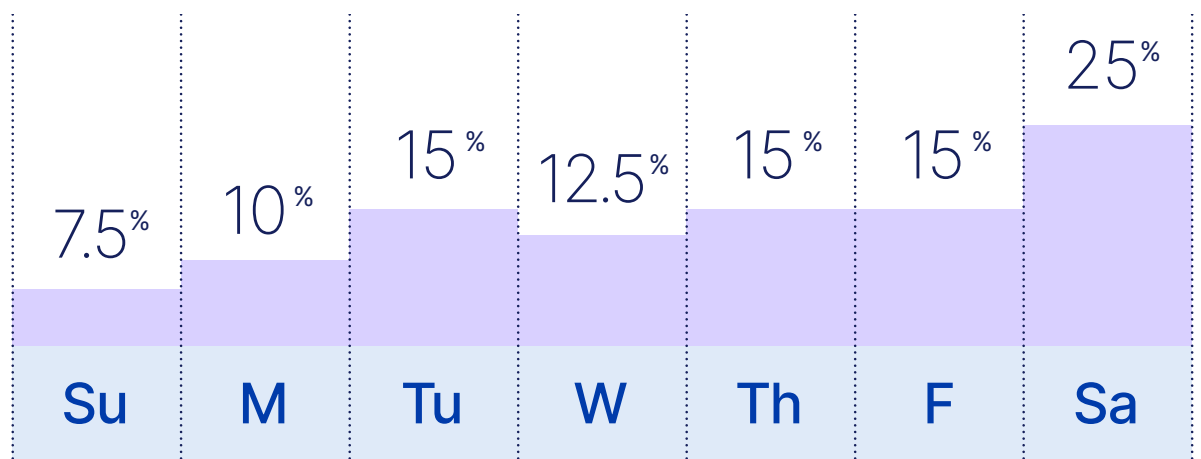




## Shooting Time of Day Overview, 2021 - 2024

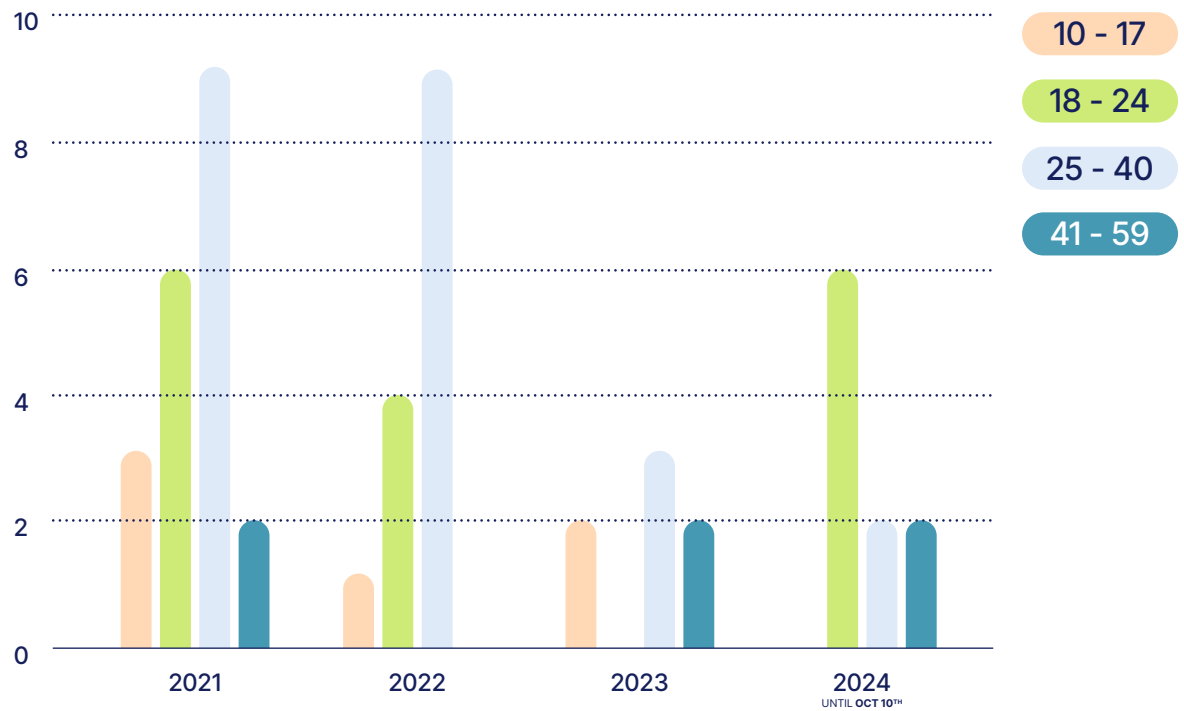


## Shooting by Day of the Week Overview, 2021 - 2024

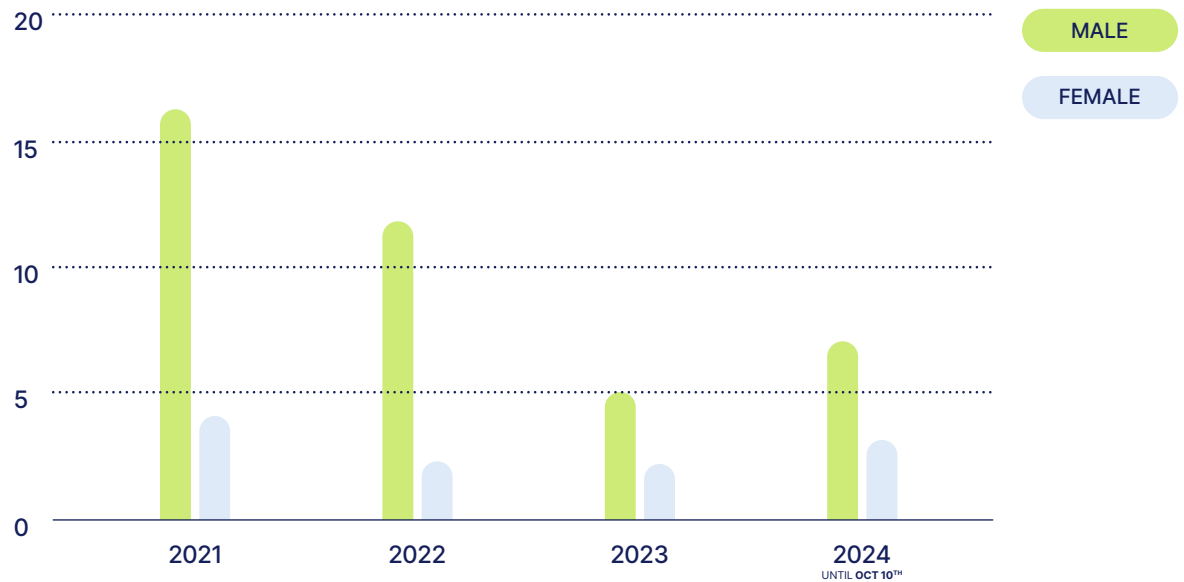




## Shooting Victim Age Breakdown, 2021 - 2024

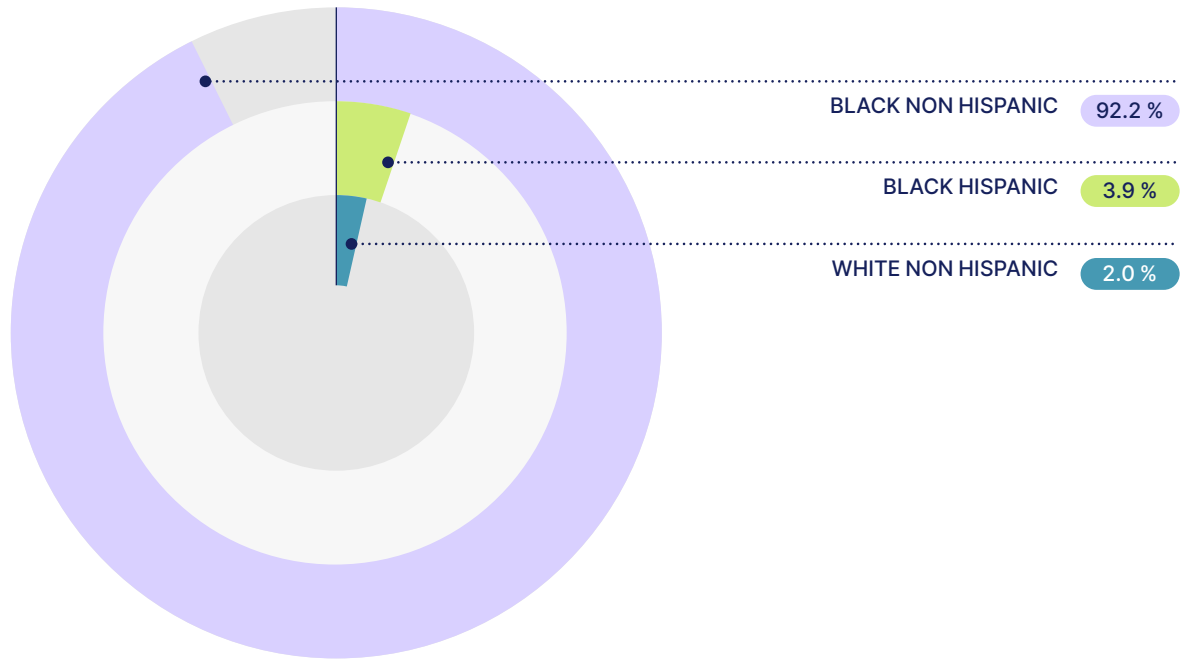


## Shooting Victim Gender Breakdown, 2021 - 2024

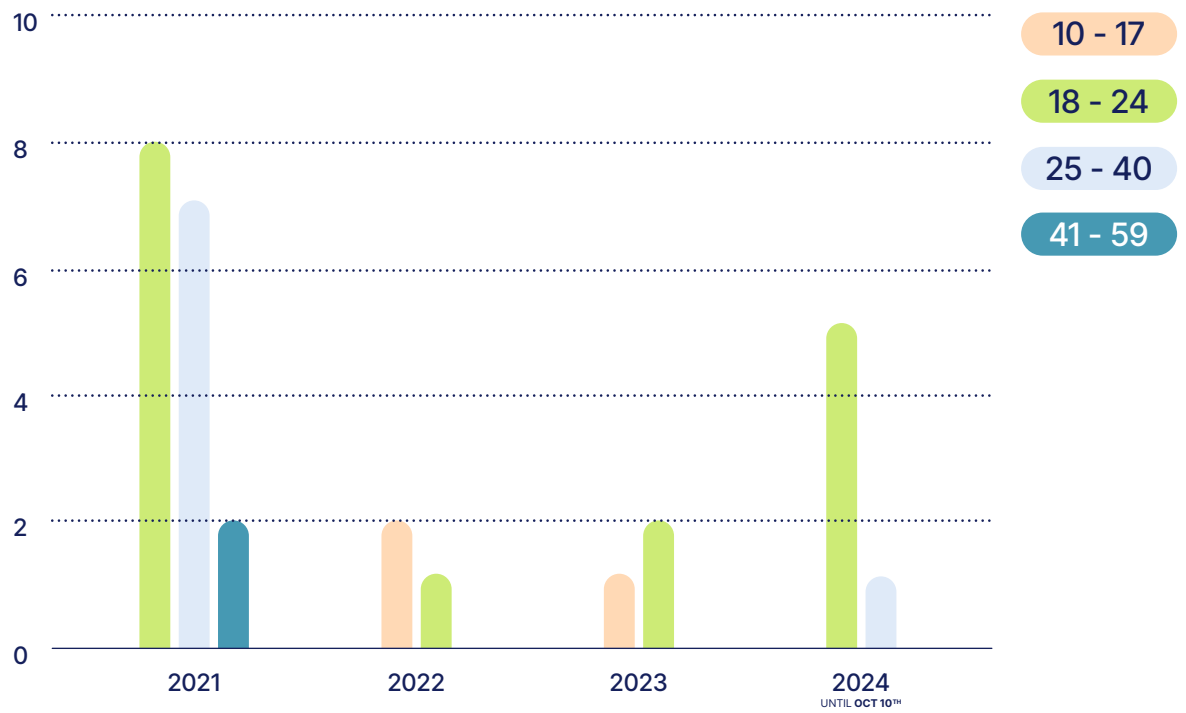




## Shooting Victim Race Overview, 2021 - 2024

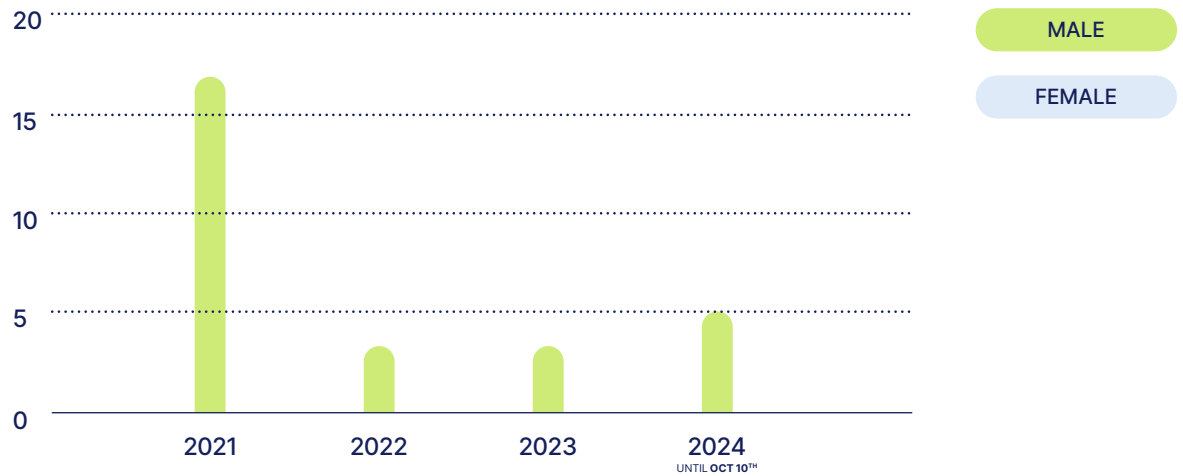


## Shooting Suspects by Age Breakdown, 2021 - 2024

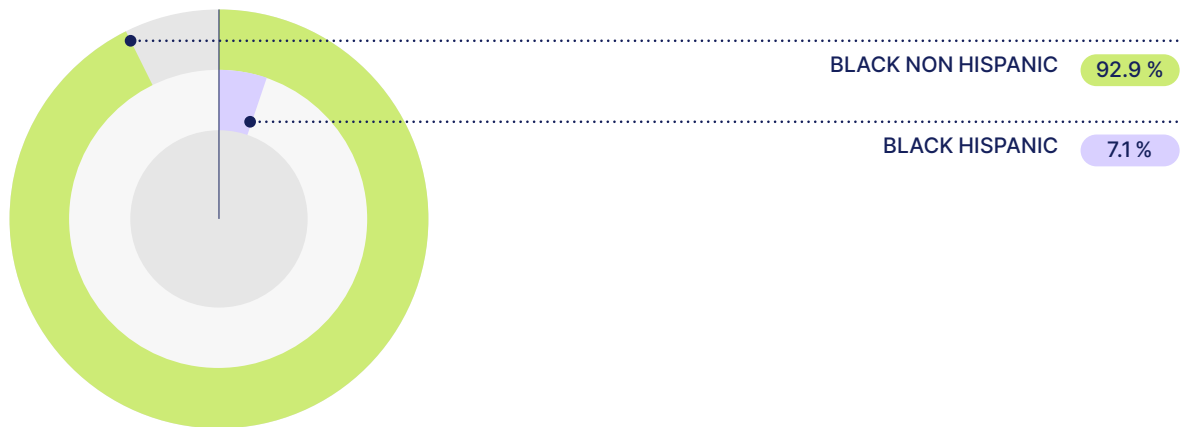




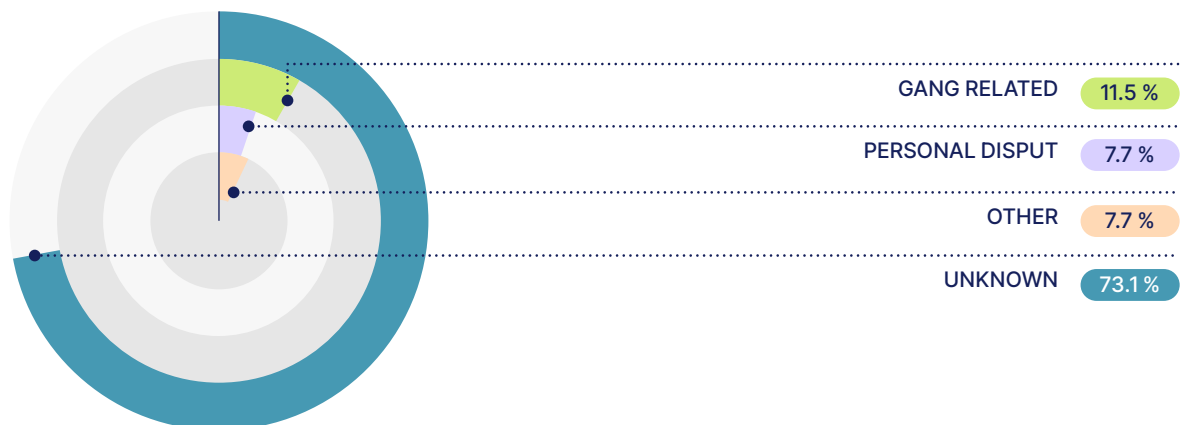
## Shooting Suspect Gender Breakdown, 2021 - 2024



## Shooting Suspect Race Overview, 2021 - 2024



## Shooting Motive Overview, 2021 - 2024





# Appendix B

## Long-Term Goal Tracking Templates



# GOAL 1. Reduce Homicide Incidents 30% by 2030

2024 BASELINE	2025 RATE	% INCREASE OR DECREASE
[INSERT NUMBER]	[INSERT NUMBER]	[INSERT % INCREASE OR DECREASE]
<b>Reflection Point:</b> [insert relevant context as to who they goal was or was not achieved]		
2025 BASELINE	2026 RATE	% INCREASE OR DECREASE
[INSERT NUMBER]	[INSERT NUMBER]	[INSERT % INCREASE OR DECREASE]
<b>Reflection Point:</b> [insert relevant context as to who they goal was or was not achieved]		
2026 BASELINE	2027 RATE	% INCREASE OR DECREASE
[INSERT NUMBER]	[INSERT NUMBER]	[INSERT % INCREASE OR DECREASE]
<b>Reflection Point:</b> [insert relevant context as to who they goal was or was not achieved]		
2027 BASELINE	2028 RATE	% INCREASE OR DECREASE
[INSERT NUMBER]	[INSERT NUMBER]	[INSERT % INCREASE OR DECREASE]
<b>Reflection Point:</b> [insert relevant context as to who they goal was or was not achieved]		
2028 BASELINE	2029 RATE	% INCREASE OR DECREASE
[INSERT NUMBER]	[INSERT NUMBER]	[INSERT % INCREASE OR DECREASE]
<b>Reflection Point:</b> [insert relevant context as to who they goal was or was not achieved]		
2029 BASELINE	2030 RATE	% INCREASE OR DECREASE
[INSERT NUMBER]	[INSERT NUMBER]	[INSERT % INCREASE OR DECREASE]
<b>Reflection Point:</b> [insert relevant context as to who they goal was or was not achieved]		

## Overall Progress Toward Long-Term Goal

2024 BASELINE	2030 RATE	% INCREASE OR DECREASE
[INSERT NUMBER]	[INSERT NUMBER]	[INSERT % INCREASE OR DECREASE]
<b>Final Reflection Point:</b> [insert relevant context as to who they goal was or was not achieved]		

\*An editable version of this tracking sheet is available [at this link](#).



## GOAL 2. Non-Fatal Shooting Incidents 30% by 2030

2024 BASELINE	2025 RATE	% INCREASE OR DECREASE
[INSERT NUMBER]	[INSERT NUMBER]	[INSERT % INCREASE OR DECREASE]
<b>Reflection Point:</b> [insert relevant context as to who they goal was or was not achieved]		
2025 BASELINE	2026 RATE	% INCREASE OR DECREASE
[INSERT NUMBER]	[INSERT NUMBER]	[INSERT % INCREASE OR DECREASE]
<b>Reflection Point:</b> [insert relevant context as to who they goal was or was not achieved]		
2026 BASELINE	2027 RATE	% INCREASE OR DECREASE
[INSERT NUMBER]	[INSERT NUMBER]	[INSERT % INCREASE OR DECREASE]
<b>Reflection Point:</b> [insert relevant context as to who they goal was or was not achieved]		
2027 BASELINE	2028 RATE	% INCREASE OR DECREASE
[INSERT NUMBER]	[INSERT NUMBER]	[INSERT % INCREASE OR DECREASE]
<b>Reflection Point:</b> [insert relevant context as to who they goal was or was not achieved]		
2028 BASELINE	2029 RATE	% INCREASE OR DECREASE
[INSERT NUMBER]	[INSERT NUMBER]	[INSERT % INCREASE OR DECREASE]
<b>Reflection Point:</b> [insert relevant context as to who they goal was or was not achieved]		
2029 BASELINE	2030 RATE	% INCREASE OR DECREASE
[INSERT NUMBER]	[INSERT NUMBER]	[INSERT % INCREASE OR DECREASE]
<b>Reflection Point:</b> [insert relevant context as to who they goal was or was not achieved]		

### Overall Progress Toward Long-Term Goal

2024 BASELINE	2030 RATE	% INCREASE OR DECREASE
[INSERT NUMBER]	[INSERT NUMBER]	[INSERT % INCREASE OR DECREASE]
<b>Final Reflection Point:</b> [insert relevant context as to who they goal was or was not achieved]		

\*An editable version of this tracking sheet is available [at this link](#).









# Appendix C

## Theory of Change



# What is a Theory of Change?

A Theory of Change is a strategic framework that connects the work we do every day to the long-term vision we are striving to achieve. It helps us clarify our goals, align our efforts, and measure our impact, ensuring that every step moves us closer to a stronger, safer, and more vibrant community for all.

KEY ELEMENTS OF A THEORY OF CHANGE	
 <b>Impact</b> <small>LONG-TERM GOAL</small>	This is the ultimate change the initiative aims to achieve.
 <b>Outcomes</b> <small>SHORT- AND INTERMEDIATE-TERM CHANGES</small>	These are measurable changes that help reach the long-term goal. <ul style="list-style-type: none"> <li>• Short-Term Outcomes – Immediate effects of activities</li> <li>• Intermediate Outcomes – Changes in behavior or conditions that lead to long-term impact</li> </ul>
 <b>Outputs</b> <small>DIRECT RESULTS OF ACTIVITIES</small>	Tangible results from the activities that can be measured.
 <b>Activities</b> <small>WHAT WE DO</small>	Collecting data and measuring results to hold each other, and the initiative, accountable; This allows for data-driven decision making.
 <b>Inputs</b> <small>RESOURCES &amp; ASSETS</small>	Consistent and open communication to keep stakeholders informed, build trust, and maintain commitment to the initiative.
 <b>Assumptions</b>	These are the beliefs about how and why the initiative will create change. They should be carefully examined.

## Building a Safer, Stronger Salem: Our Theory of Change

At the heart of our work is a shared vision: a Salem where families and youth are supported, opportunities are abundant, and our community comes together to create a future free from violence. Our Theory of Change is a roadmap that guides us from where we are today to the thriving, united Salem we know is possible.

## How Change Happens: Our Approach

- Impact – The Future We’re Creating**  
 We envision a Salem where families are strong, youth have opportunities to succeed, and our neighborhoods are safe, engaged, and full of hope. By working together, we can break cycles of harm, foster economic stability, and build a community where everyone has the support they need to thrive.
- Long-Term Outcomes – The Lasting Change We Expect**  
 To achieve this vision, we focus on reducing violence, strengthening families, increasing youth engagement in positive opportunities, and fostering trust among residents, organizations, and law enforcement. Over time, this will lead to safer communities, greater economic mobility, and a stronger social fabric.



- **Intermediate Outcomes – The Steps Toward Change**

Before reaching our long-term goals, we must see progress in key areas. This includes increased access to mentorship, job training, and mental health resources, as well as stronger collaboration between stakeholders. As these efforts take hold, we'll see more young people in school and employment, fewer violent incidents, and deeper trust in community systems.

- **Outputs – What We're Delivering**

We track our progress by measuring the direct results of our work. This includes the number of youth engaged in mentorship programs, families receiving support, jobs created, and community-led safety initiatives launched. These outputs ensure that our efforts are making an immediate difference.

- **Activities – What We're Doing to Make Change Happen**

Our work is rooted in action. We:

- » Build a strong Collective Impact infrastructure to coordinate efforts.
- » Provide mentorship and support to individuals most impacted by violence.
- » Expand job training and economic opportunities for youth and families.
- » Strengthen mental health services and trauma-informed care.
- » Improve law enforcement-community relationships through collaboration.
- » Engage the community through resident-led initiatives and strategic partnerships.

- **Inputs – The Strengths We Build Upon**

Our efforts are made possible by Salem's greatest assets: dedicated residents, passionate mentors, local businesses, community organizations, and regional partners. With their time, expertise, and resources, we create the foundation for lasting change.

- **Assumptions – Core Beliefs that Drive Our Work**

Creating a safer, stronger Salem starts with a shared commitment to collaboration, trust, and opportunity. Our approach is guided by key beliefs that shape how we work and ensure lasting impact, including the ideas that:

- » Change happens together.
- » Everyone has something to contribute.
- » Opportunity and healing reduce violence.
- » The right resources already exist—we just need to align them.
- » Trust is the foundation of progress.

## Why It Matters

Change doesn't happen overnight, but with a clear strategy, strong partnerships, and an unwavering commitment to Salem's future, we can make a lasting impact. Our Theory of Change ensures that our actions move us closer to a safer, more vibrant community where every family and young person can thrive.

Together, we're building a Salem that is strong, safe, and full of opportunity.



# Appendix D

## Role of Backbone Organization



# Backbone Organization Overview

## What is a backbone organization?

A strong backbone organization is a critical component of collective impact initiatives. Backbone organizations serve to champion, lead, and monitor the progress of collective impact initiatives.

A backbone organization is a central body that mobilizes, coordinates, and facilitates the process of collective impact. They are responsible for aligning all necessary stakeholders, community members, and workgroups. Key functions of a backbone organization include guiding the vision and strategy, providing capacity support to aligned activities, establishing shared measurement systems, building public will, and mobilizing funding to support the initiative.<sup>5</sup>

Backbone organizations should have established trust within the community the initiative intends to serve and should have staff dedicated to advancing the mission of the collective impact initiative. They are typically selected by a Steering Committee, often in consultation with other community stakeholders.<sup>6</sup> Effective backbone leadership leads to changes among partners, funders, policymakers, and community members, leading to more effective systems and improved community outcomes.

## What are the characteristics of backbone organizations?

While there are certain common characteristics across different backbone organizations, every organization will approach this role differently depending on their context.<sup>7</sup>

### Successful backbone organizations should:

- Be present in the community and have credibility amongst community members
- Have influence in the community and existing relationships with key people and organizations
- Be strong facilitators and have the ability to manage conflict
- Have the ability to be flexible, optimistic, and think long-term about the initiative while developing and nurturing this mindset among all partners<sup>8</sup>
- Have the ability to motivate, create a sense of urgency, and frame issues and difficulties as opportunities
- Have the capacity to collect, monitor, and analyze data to ensure impact is measurable

Backbone organizations foster ownership amongst others and ensure coordination and accountability among members.<sup>9</sup> Most importantly, they maintain neutrality and are comfortable being leaders behind the scenes to uplift the voices and work of others.

<sup>5</sup> *Collective impact & the role of the Backbone Organization*. Missouri Foundation for Health. (2016, February). [https://mffh.org/wp-content/uploads/2016/02/Collective-impact\\_Info\\_Sheet-IMRI.pdf](https://mffh.org/wp-content/uploads/2016/02/Collective-impact_Info_Sheet-IMRI.pdf)

<sup>6</sup> FSG and the Aspen Institute Forum for Community Solutions. (2021, December). *Backbone Starter Guide*. Collective Impact Forum. <https://collectiveimpactforum.org/wp-content/uploads/2021/12/Backbone-Starter-Guide.pdf>

<sup>7</sup> FSG and The Greater Cincinnati Foundation (GCF). (2022, March 12). *The value of backbone organizations in collective impact*. Collective Impact Forum. <https://collectiveimpactforum.org/resource/the-value-of-backbone-organizations-in-collective-impact/>

<sup>8</sup> *Collective impact & the role of the Backbone Organization*. Missouri Foundation for Health. (2016, February). [https://mffh.org/wp-content/uploads/2016/02/Collective-impact\\_Info\\_Sheet-IMRI.pdf](https://mffh.org/wp-content/uploads/2016/02/Collective-impact_Info_Sheet-IMRI.pdf)

<sup>9</sup> FSG and the Aspen Institute Forum for Community Solutions. (2021, December). *Backbone Starter Guide*. Collective Impact Forum. <https://collectiveimpactforum.org/wp-content/uploads/2021/12/Backbone-Starter-Guide.pdf>



## Pros and Cons of Different Types of Backbone Organizations

TYPES OF BACKBONES	DESCRIPTION	EXAMPLES	✓ PROS	⊗ CONS
<b>Funder-Based</b>	One funder initiates CI strategy as planner, financier, and convener	United Way of Salt Lake <b>SALT LAKE CITY, UT</b>	Ability to secure start-up funding and recurring resources  Ability to bring others to the table and leverage other funders	May lack broad buy-in if CI effort seen as driven by one funder  Potential perceived lack of neutrality
<b>New Nonprofit</b>	New entity is created, often by private funding, to serve as backbone	Community Center for Education Results (CCER) <b>SEATTLE, WA</b>	Perceived neutrality as facilitator and convener  Potential lack of baggage  Clarity of focus	Lack of sustainable funding stream and potential questions about funding priorities  Potential competition with local nonprofits
<b>Existing Nonprofit</b>	Established nonprofit takes the lead in coordinating CI strategy	Educate Texas <b>RIO GRANDE VALLEY, TX</b>	Credibility, clear ownership, and strong understanding of issue  Existing infrastructure in place if properly resourced	Potential “baggage” and lack of perceived neutrality  Lack of attention to the CI initiative if poorly funded
<b>Government</b>	Government entity, either at local or state level, drives CI effort	Shape Up Somerville <b>SOMERVILLE, MA</b>	Public sector “seal of approval”  Existing infrastructure in place if properly resourced	Bureaucracy may slow progress  Public funding may not be dependable
<b>Shared Across Multiple Organizations</b>	Numerous organizations take ownership of CI wins	Magnolia Place <b>LOS ANGELES, CA</b>	Lower resource requirements if shared across multiple organizations  Broad buy-in, expertise	Lack of clear accountability with multiple voices at the table  Coordination challenges, leading to potential inefficiencies
<b>Backbone of Backbones</b>	Senior-level committee with ultimate decision making power	Memphis Fast Forward <b>MEMPHIS, TN</b>	Broad buy-in from senior leaders across public, private, and nonprofit sectors	Lack of clear accountability with multiple voices

### Source:

FSG and the Aspen Institute Forum for Community Solutions. (2021, December). Backbone Starter Guide. Collective Impact Forum. <https://collectiveimpactforum.org/wp-content/uploads/2021/12/Backbone-Starter-Guide.pdf>



## What are the responsibilities of a backbone organization?

Backbone organizations are the leaders and supporting infrastructure of a collective impact initiative who are responsible for aligning and realigning on common goals, mission, and vision. They are expected to remain constant over a long period of time and align dedicated staff and resources to the initiative. Using data, the backbone organization is responsible for adjusting the initiative's strategy and priorities as time progresses.

Backbone organizations participate in six common activities to support and facilitate collective impact<sup>10</sup>:

 <b>Guide vision and strategy</b>	Convening partners and community members to strategize and coordinate around a specific goal.
 <b>Support aligned activities</b>	Coordinating activities across partners to ensure they complement each other and work towards shared goals. Facilitating effective dialogues across the collaborative effort.
 <b>Establish shared measurement practices</b>	Managing data collection and analysis and using data to evaluate progress across the collaborative.
 <b>Build public will</b>	Conducting community engagement to increase public buy-in, ensuring community members are active participants throughout the initiative.
 <b>Advance policy</b>	Advancing policy through an aligned policy agenda when appropriate and necessary for sustainable change.
 <b>Mobilize funding</b>	Mobilizing and aligning public and private funding to support collective impact efforts <sup>11</sup> .

To establish a collective impact initiative, a backbone organization should prioritize developing a guiding vision and strategy and supporting aligned activities. At this stage, it is important to include community members and other key stakeholders to ensure the mission and goals align with the community's needs. Backbone organizations should continue to elevate the voices of community members and those with lived experience throughout the collective impact initiative.

The next step for backbone organizations as they mature is to develop shared measurement practices to track results and improve performance across the initiative. As backbone organizations develop, they are likely to focus on more external activities such as building public will, advancing policy, and mobilizing funding<sup>12</sup>. This natural progression ensures coherence across stakeholders and adherence to the overall strategy and goals of the initiative.

It's important to note that backbone organizations do not focus on compliance and auditing; they motivate others and build momentum for shared goals. A key aspect of building trust and establishing leadership for backbone organizations is to take a "behind the scenes" approach to visibility and give credit to stakeholders and community organizations as progress is achieved.

<sup>10</sup> FSG and The Greater Cincinnati Foundation (GCF). (2022, March 12). The value of backbone organizations in collective impact. Collective Impact Forum. <https://collectiveimpactforum.org/resource/the-value-of-backbone-organizations-in-collective-impact/>

<sup>11</sup> *Collective impact & the role of the Backbone Organization*. Missouri Foundation for Health. (2016, February). [https://mfh.org/wp-content/uploads/2016/02/Collective-impact\\_Info\\_Sheet-IMRI.pdf](https://mfh.org/wp-content/uploads/2016/02/Collective-impact_Info_Sheet-IMRI.pdf)

<sup>12</sup> FSG and The Greater Cincinnati Foundation (GCF). (2022, March 12). The value of backbone organizations in collective impact. Collective Impact Forum. <https://collectiveimpactforum.org/resource/the-value-of-backbone-organizations-in-collective-impact/>

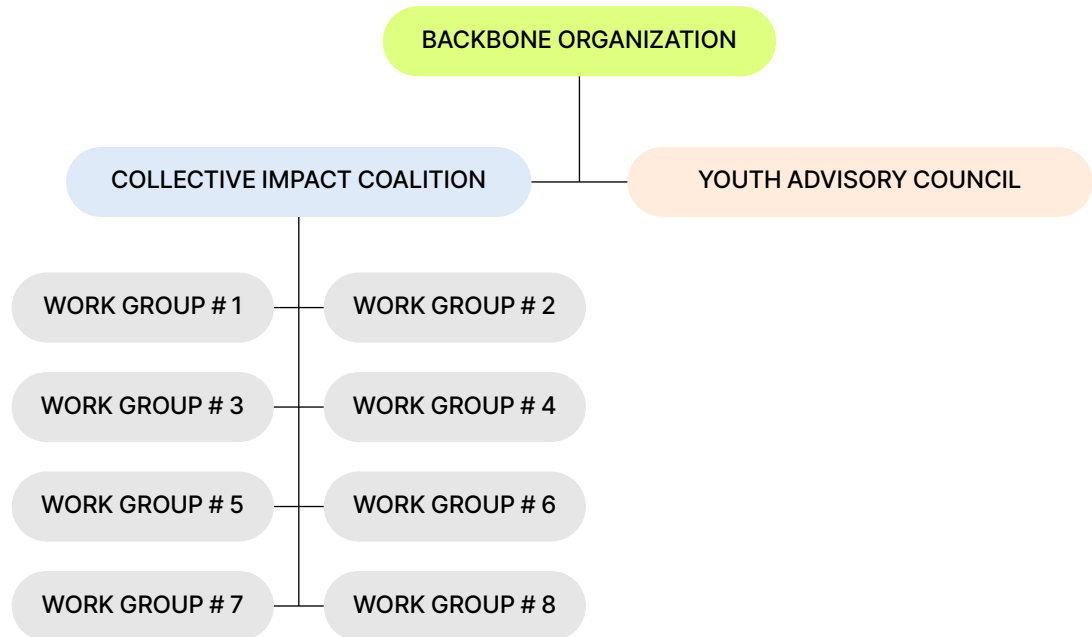


# Appendix E

## Recommended Governance Structure



# Salem City Coalition Governance Structure



ELEMENT	RESPONSIBILITY
Backbone Organization	<ul style="list-style-type: none"> <li>• Convener/coordinator of the Collective Impact Coalition</li> <li>• Assume all responsibilities outlined in Appendix C</li> </ul>
Salem City Collective Impact Coalition	<ul style="list-style-type: none"> <li>• Proactively assist in the implementation of the violence reduction plan</li> <li>• Members of Coalition will staff Work Groups</li> </ul>
Youth Advisory Council	<ul style="list-style-type: none"> <li>• Provide youth perspective to the Coalition</li> <li>• Plan, implement, and support the evaluation, and necessary adaptations of youth-driven strategies in alignment with the violence reduction plan</li> </ul>
Work Groups	<ul style="list-style-type: none"> <li>• Focus on the planning, implementation, and support the evaluation, and necessary adaptations of strategies related to the specific priority area</li> <li>• Report back to the broader Coalition</li> </ul>



# Appendix F

## List of Potential Funders



## Federal Government

[Office for Victims of Crimes Grant Opportunities](#)

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[Edward Byrne Memorial Justice Assistance Grant \(JAG\) Program](#)

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[Community Policing Development \(CPD\) Microgrants Program](#)

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## State and Local Government

[The Division of Violence Intervention and Victim Assistance \(VIVA\)](#)

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[Salem County Youth Services Commission](#)

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[Salem County Prosecutors Office](#)

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## Corporate Giving

[Amazon](#)

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[Walmart](#)

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[T Mobile](#)

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[Atlantic City Electric](#)

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## Foundations

[Community Foundation of New Jersey](#)

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[Salem Community Foundation](#)

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[American Water Charitable Foundation](#)

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[Robertwood Johnson Foundation](#)

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[Forman Acton Foundation](#)

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[PSEG Foundation](#)

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[Geraldine R. Dodge Foundation](#)

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## Additional

[Everytown Support Fund](#)

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[Banks](#)

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**City of Salem**

# Collective Impact Violence Reduction Plan

FEBRUARY 2025