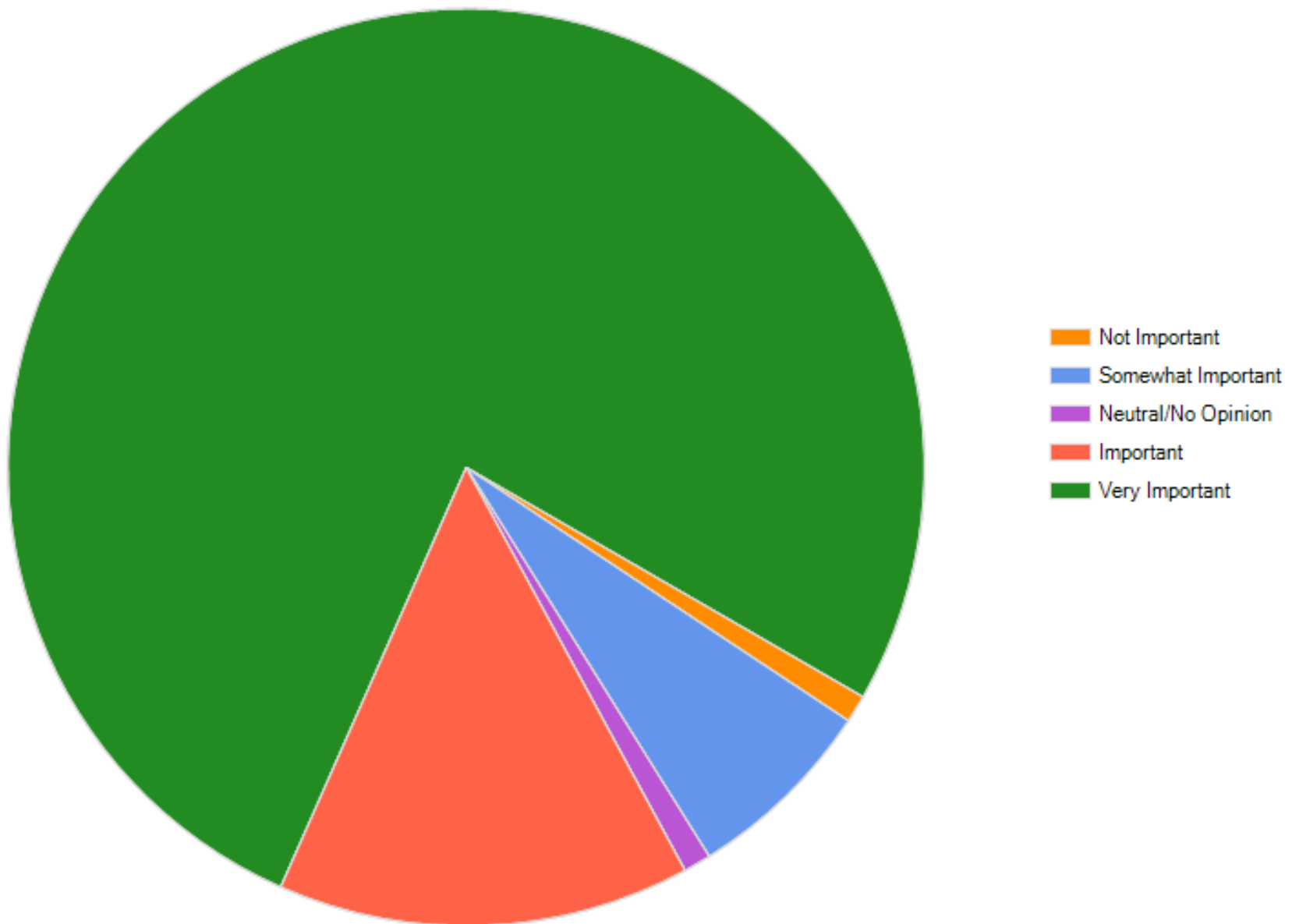


# **"Solving a Puzzle Requires All the Pieces: Collaborating to Serve the Needs of Youth"**

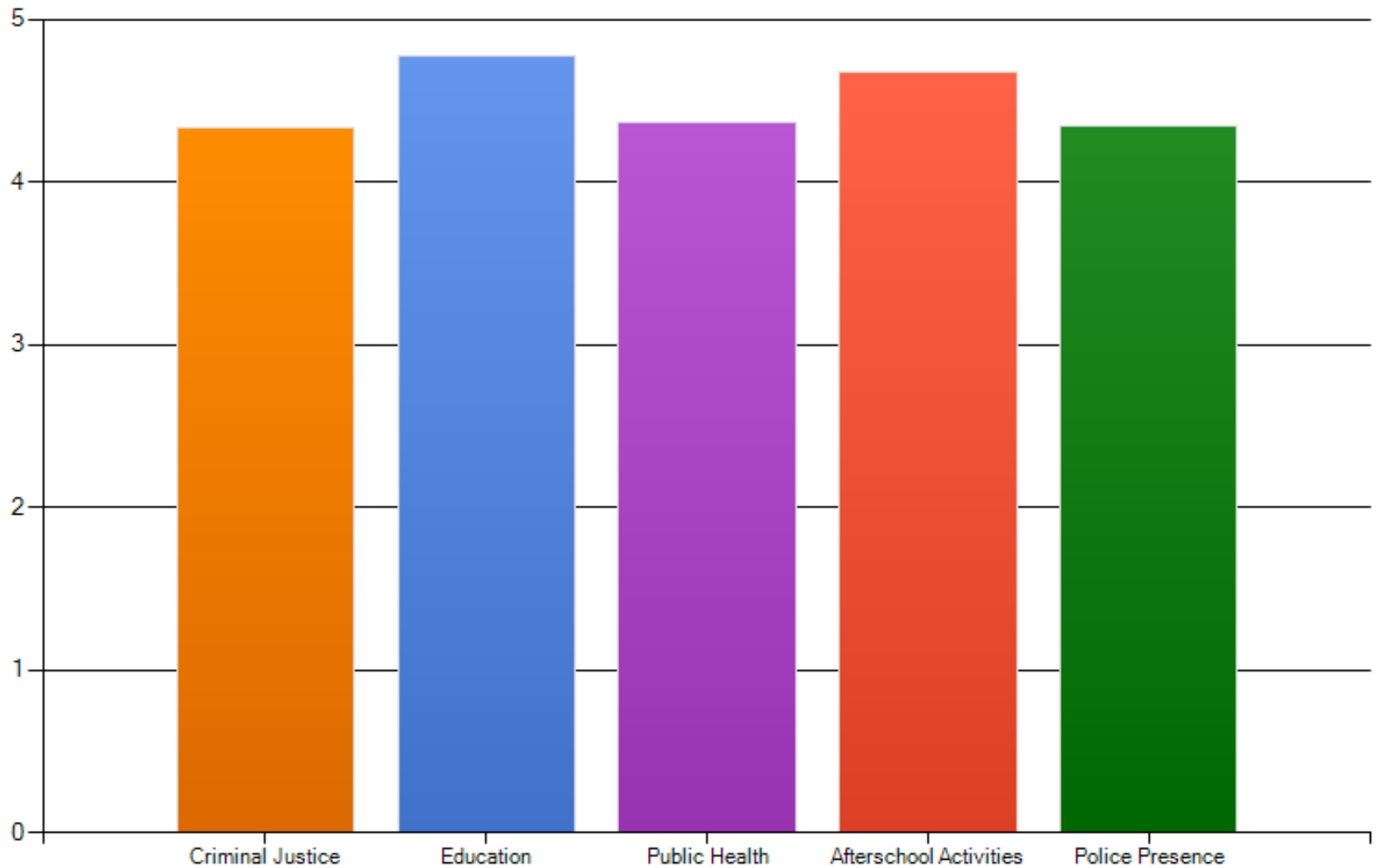
C. Ronald Huff, Ph.D.

University of California, Irvine and  
The Ohio State University

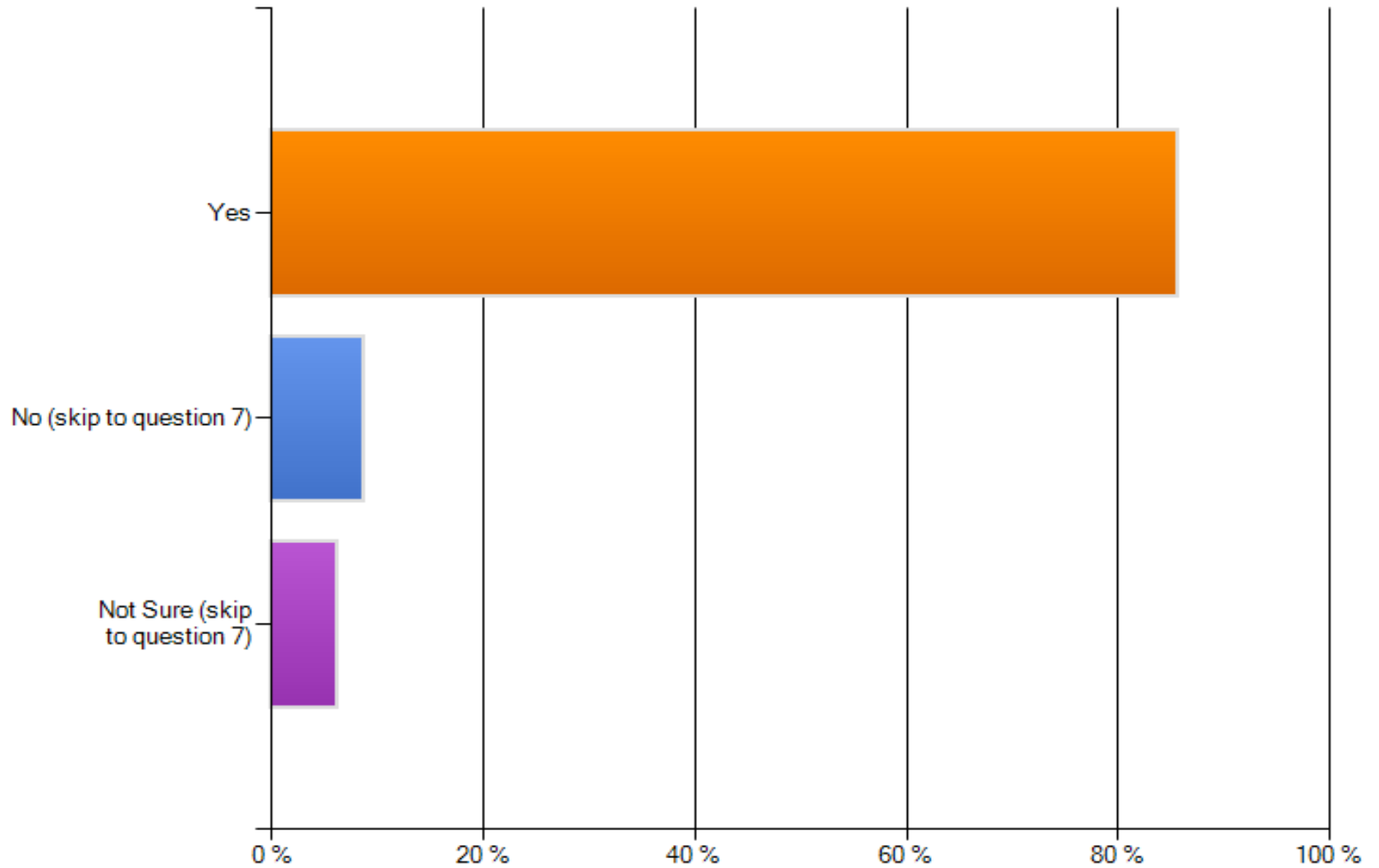
**From the perspective of your agency/organization's mission and programmatic objectives, how important is violence prevention?**



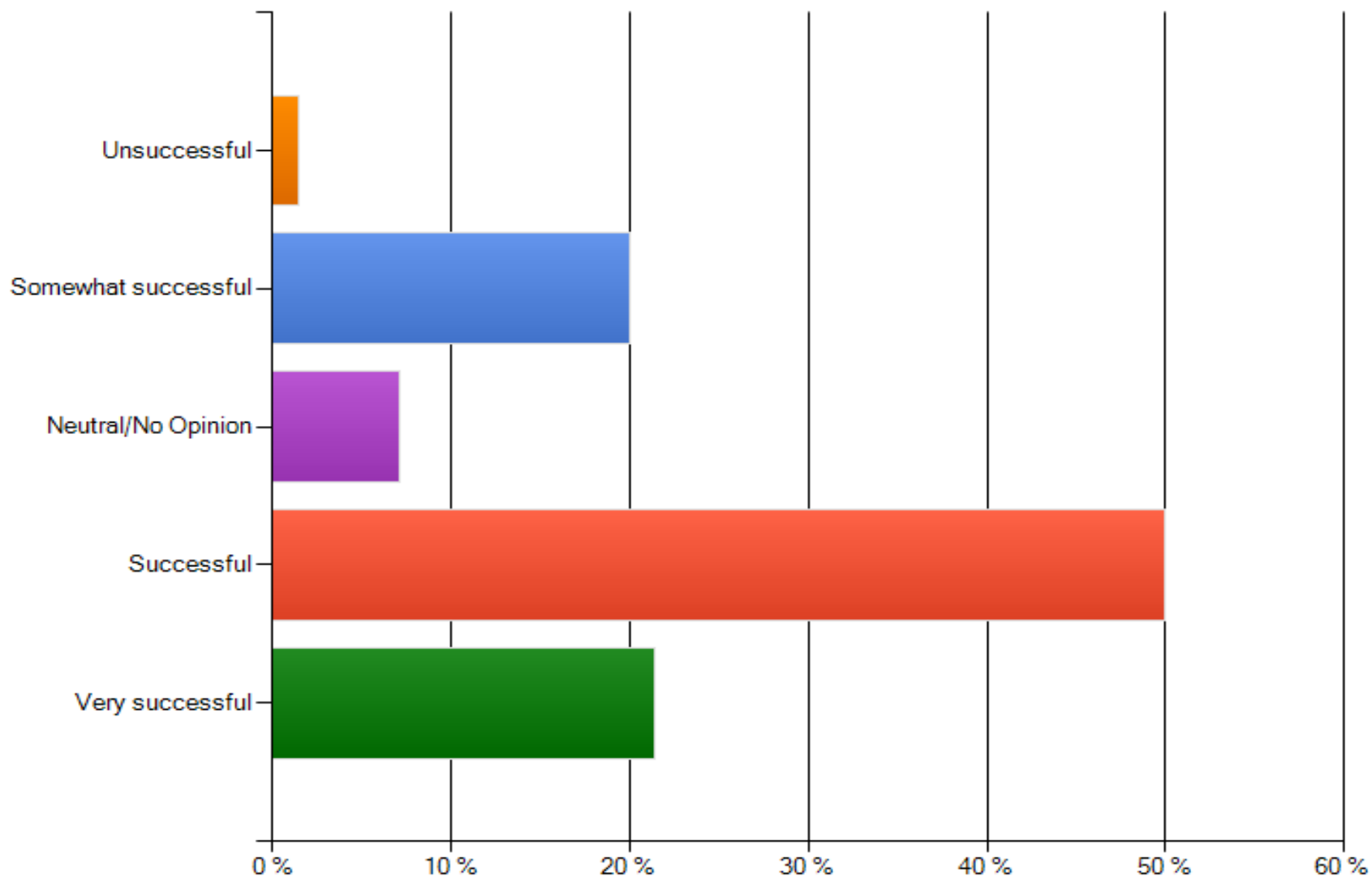
**A number of components are essential in developing a violence prevention project in the community. Please rate the importance of each of the following components (with 1 being not important and 5 being very important):**



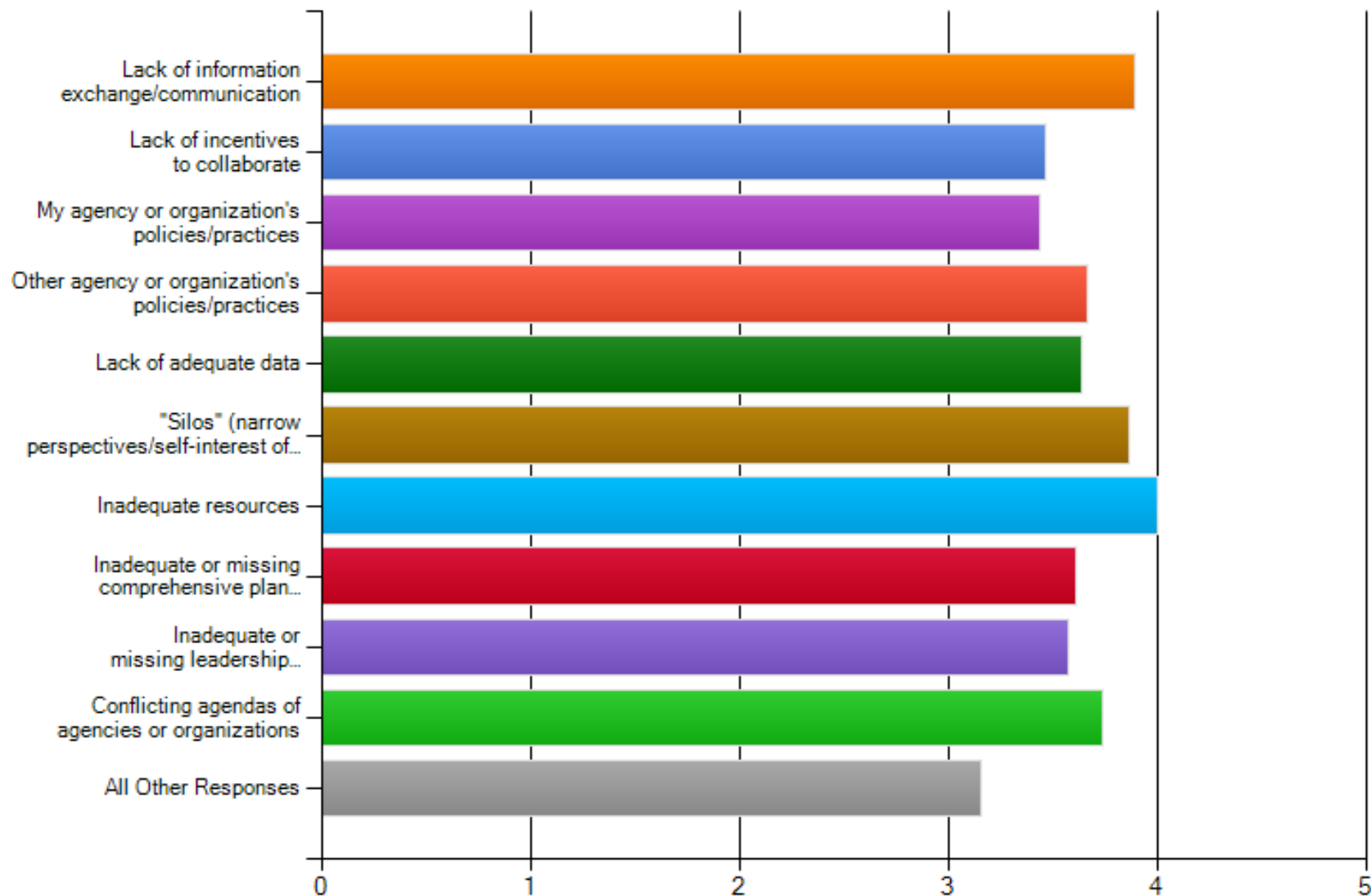
**Has your agency/organization participated in any collaborative project in Cuyahoga County that involved more than two agencies/organizations in the last 5 years?**



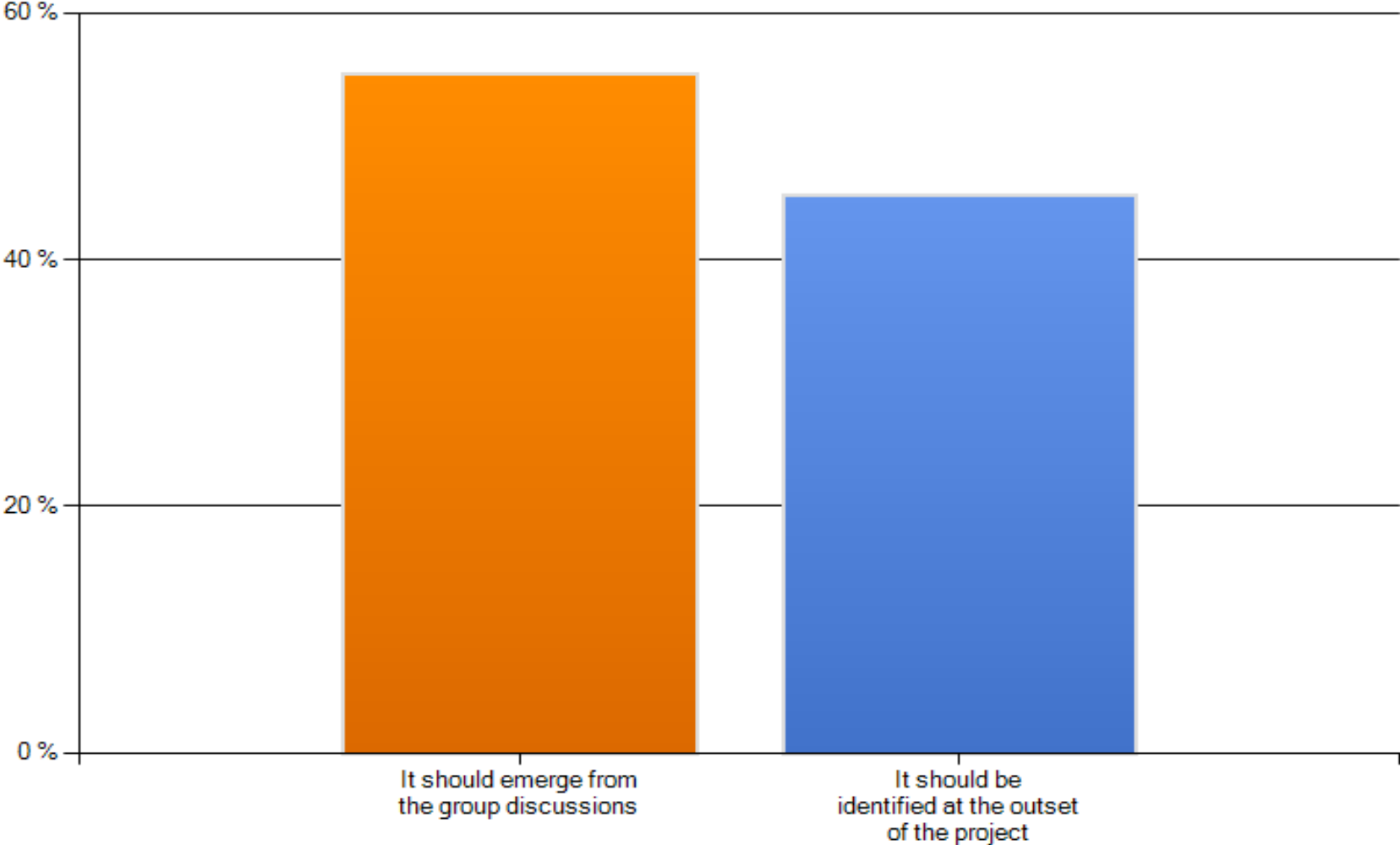
**If so, how successful was the most recent collaborative project?**



**Collaborative projects typically confront problems along the way. How important was each of the following problems that your agency/organization faced in its most recent collaborative project? Please provide one response for each of the following:**



**Based on research findings, for any collaborative project to be successful, leadership that spans across the participating agencies/organizations is essential. How should such leadership be identified?**

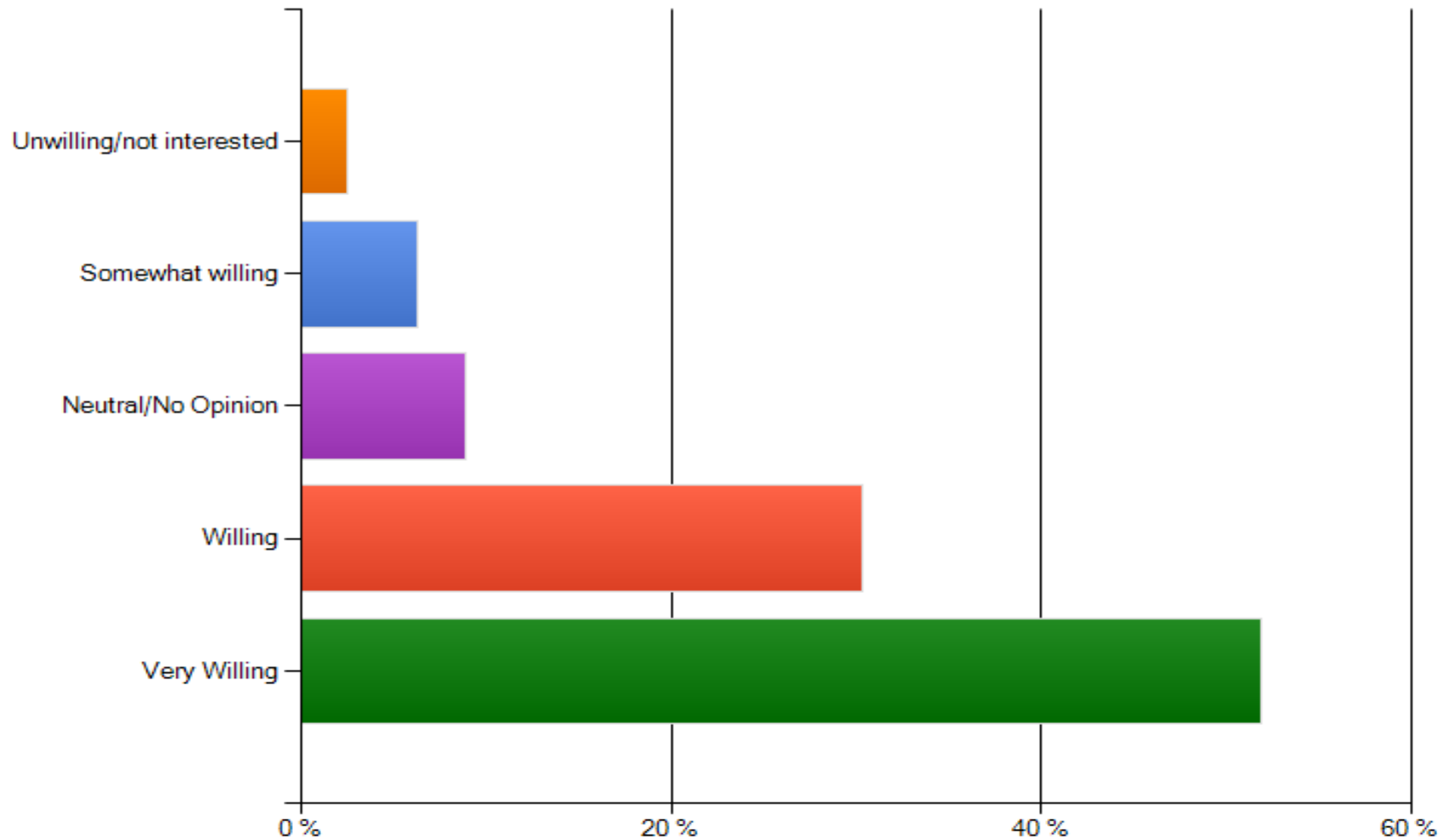


# Representative Comments

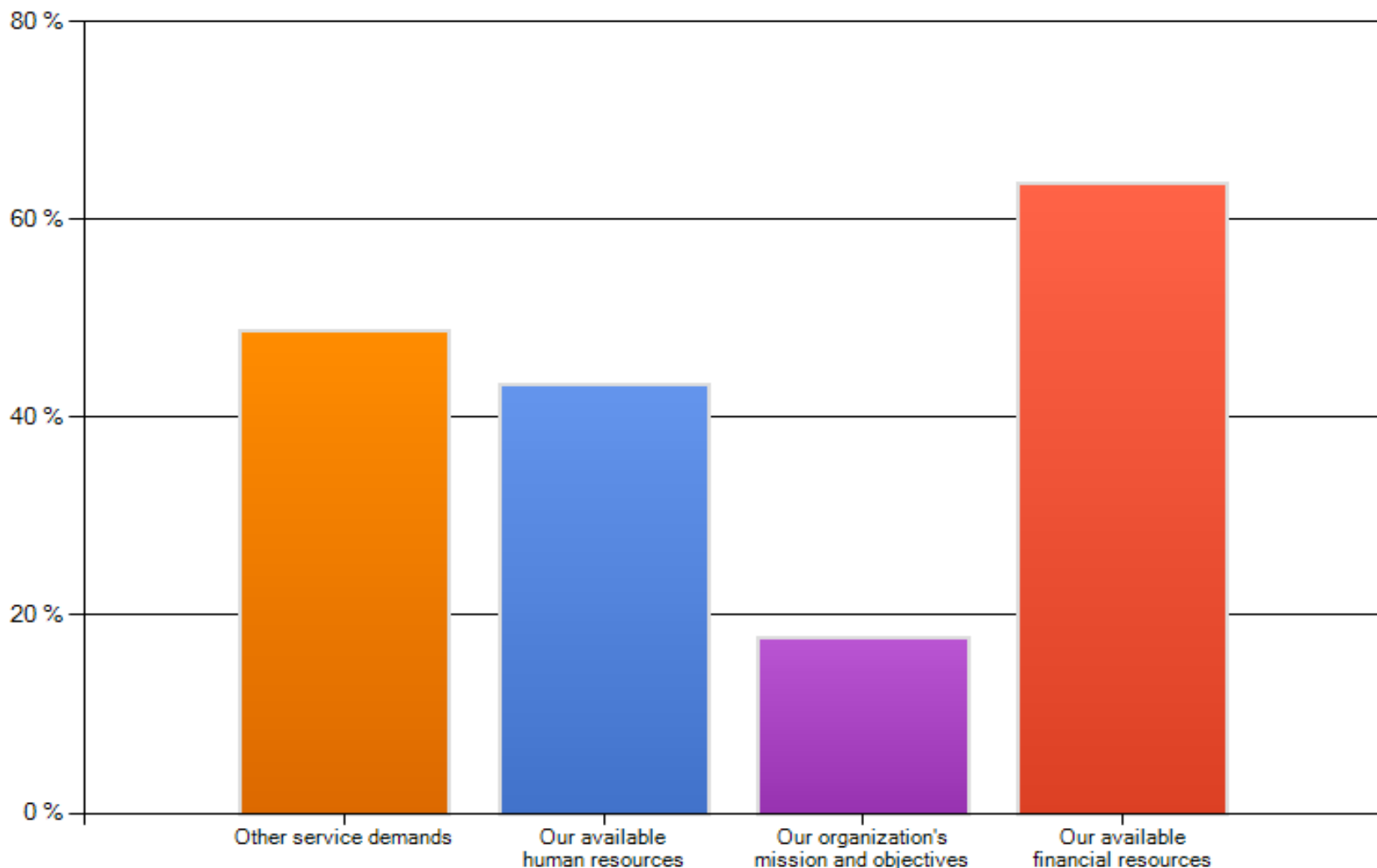
- “Perhaps a moderator at the beginning, to get things started, but then an evolving leadership - based on the passions and strengths that individuals bring to the table... each taking a portion to develop, with accountability built in.”
- “The project should be defined enough to have a leader at the beginning, but flexible enough to allow other, or additional, leaders to emerge.”
- “It can change with discussions, but we find having clear roles in the beginning is very helpful for everyone.”
- “Both. It should be identified at the beginning but the collaboration should be flexible enough to adjust if additional leads are needed.”



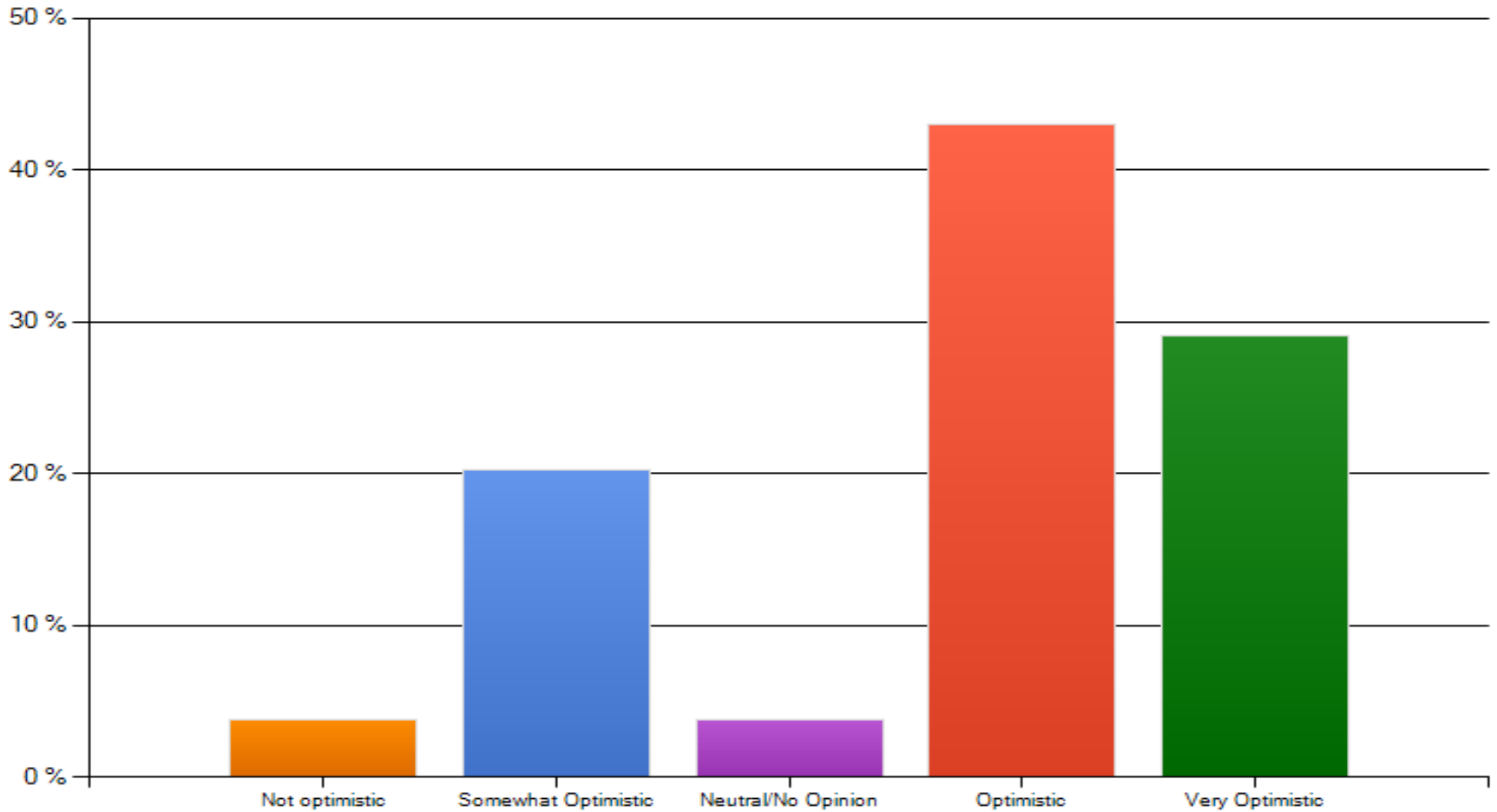
**How willing would your agency/organization be to engage in a collaborative project focused on violence prevention in Cuyahoga County?**



**Which of the following factors might interfere with your agency's/organization's ability to engage in a collaborative violence prevention project? Select all that apply:**



**Based on your knowledge and experience, how optimistic/pessimistic are you that a successful multi-agency, multi-system collaborative project focused on violence prevention can be developed in Cuyahoga County?**



**Please provide any additional information, suggestions, or concerns that you may have that could be useful in planning a workshop to explore the possibility of a collaborative project focused on violence prevention in Cuyahoga County.**

- “Geography is important-- Cleveland and Cuyahoga County is a big place. Projects focused on a specific geography, like a neighborhood or corridor, are easier to wrap your head around. And this is often a good way to build a foundation to work off of in the future.”
- “The initiative must look at all forms of violence (i.e. domestic) and consider acts that contribute to the behavior (i.e. bullying).”
- “We need to make sure to keep energy up around this project. It starts with a lot of steam and sometimes dies down. For it to succeed, we need to ensure ongoing follow up.”
- “There have been collaborative violence prevention efforts for over 30 years. The most successful was in 1993.”
- “Cuyahoga County has both the resources and leadership to establish such a collaborative program... however, most resources have been extended to the limit with the people who would best meet the needs of such programs. The problem then becomes how to do one more thing without burnout. Second, what is to become of the information gathered and shared in such a workshop? People are more likely to participate in a collaboration that is doing something other than meeting at that point it only serves the people attending as a break.”

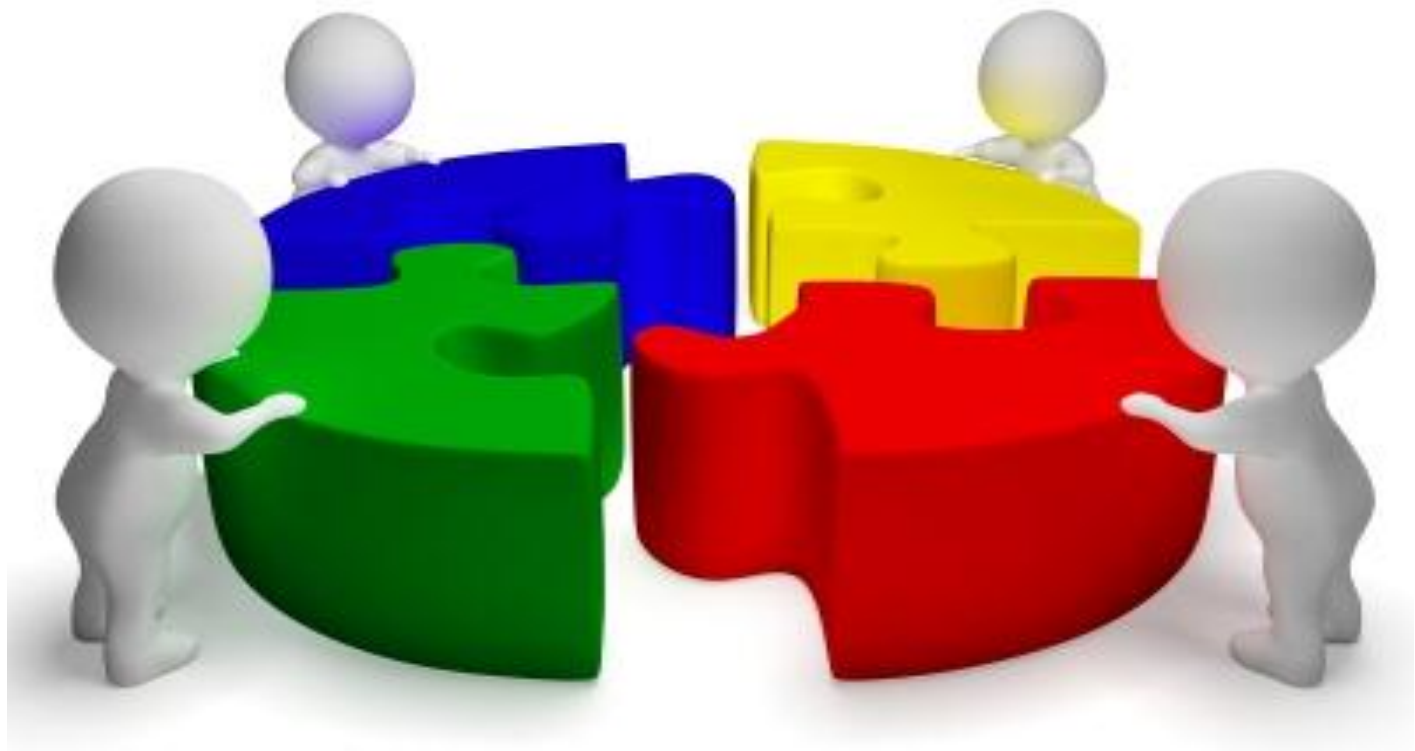


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**PREVENTION**

# **INTERVENTION**

**SUPPRESSION**



**INDEPENDENT VARIABLE**



**DEPENDENT VARIABLE**

**BUT FOR EXAMPLE...**

**GANGS = A DEPENDENT  
VARIABLE**

**AND ≠**

**AN INDEPENDENT VARIABLE**

**GANG-RELATED VIOLENCE IS AN  
OUTCOME OF CAUSALLY PRIOR  
VARIABLES - - THE PIECES OF THE PUZZLE  
THAT MUST BE ADDRESSED!**

**“ ... IF MEN DEFINE  
SITUATIONS AS REAL,  
THEY ARE REAL IN  
THEIR  
CONSEQUENCES.”  
(W.I. THOMAS, 1928)**

**(E.G., PERCEPTIONS  
AND FEAR OF CRIME  
VS. REALITY)**



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# **THE POLICY PROCESS**

**(TRADITIONAL):**

**FORMULATION**



**IMPLEMENTATION**



**EVALUATION**



**FEEDBACK AND  
MODIFICATIONS**

# THE POLICY PROCESS

(MY APPROACH):

[IMPLEMENTATION]



FORMULATION



IMPLEMENTATION



EVALUATION



MODIFICATIONS



**TO SOLVE THE PUZZLE,  
WE MUST FOCUS ON OUR  
COLLECTIVE GOALS AND  
AVOID NARROW TURF  
BATTLES.**

**WE MUST  
REMEMBER THAT OUR  
SOCIETY HAS PLENTY OF  
INDIVIDUAL  
RATIONALITY BUT NOT  
ENOUGH COLLECTIVE  
RATIONALITY (EXCEPT IN  
CONGRESS, OF COURSE!!)**

- LEADERS VS MANAGERS
- “MANAGERS DO THINGS RIGHT; LEADERS DO THE RIGHT THINGS.”  
--WARREN G. BENNIS
- WE NEED BOTH TO GET THE JOB DONE!

- STAYING ON TRACK TO MEET OUR GOALS BY FOCUSING ON TASKS, ACCOUNTABILITY, AND TIMELINES
- FOR EXAMPLE, ORGANIZING MEETING MINUTES AS FOLLOWS:
  - ISSUE DISCUSSED
  - ACTION TO BE TAKEN
  - WHO IS RESPONSIBLE
  - TIMELINE



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