CITY OF SAN JOSE
CAPITAL OF SILICON VALLEY

Memorandum

TO: PUBLIC SAFETY, FINANCE AND STRATEGIC SUPPORT (PSFSS) COMMITTEE

FROM: Albert Balagso
Chief Robert L. Davis

SUBJECT: **MAYOR'S GANG PREVENTION TASK FORCE STRATEGIC WORK PLAN 2008-2011**

DATE: August 7, 2008

Approved Deanna Santana

Date 8/12/08

RECOMMENDATION

Staff recommends approval of **A***ction,* **C***ollaboration,* **T***ransformation (ACT) - A plan to break the cycle of youth violence and foster hope,* the Mayor's Gang Prevention Task Force Strategic Work Plan 2008-2011 (attachment).

OUTCOME

Implementation of a citywide strategy, aimed at reducing youth-related gang violence and anti-social behaviors for the period of 2008-2011.

BACKGROUND

The Mayor's Gang Prevention Task Force (MGPTF) was created in 1991 and has served as the main catalyst for engaging a wide cross section of community partners in an effort to reduce gang violence throughout San José. The Task Force also provides a coordinated inter-agency response to gang-related incidents, which result in serious injury or death. The MGPTF is comprised of parents, city, county, state, community-based organizations, San José Police Department, faith community, schools and other community stakeholders. The MGPTF target population is: youth ages 6-24 exhibiting high-risk behaviors; youth committing intentional acts of violence; youth exhibiting high-risk behaviors related to gang lifestyle; youth identified as gang members and/or arrested for gang-related incidents or acts of gang violence; and families, including parents and children and friends, of youth involved with the gang lifestyle. Currently the efforts of the MGPTF are supported through the San José Bringing Everyone's Strengths Together (B.E.S.T.) funding program. An additional $1 million has recently been approved as ongoing funding bringing the B.E.S.T. allocation to $4 million annually.

The last MGPTF Strategic Work Plan (2005-2007) has expired, having accomplished its primary focus of reducing and preventing youth and gang violence. However, during the months of July through September 2007, we experienced a significant increase in gang-related incidents and

homicides. The MGPTF took immediate action and this spike has dropped consistently since October 2007. Despite recent challenges, San José remains committed to continue being one of the Safest Large Cities in the country. As such, the MGPTF has re-examined its Strategic Work Plan to proactively prepare and respond to changing and emerging trends. The new 2008-2011 Strategic Work Plan builds upon past successes and provides direction for the future.

ANALYSIS

In response to the recent increase of gang incidents and in order to position the Mayor's Gang Prevention Task Force for success, PRNS staff, in coordination with the Office of Mayor Chuck Reed, initiated a renewal strategy and took the following immediate actions:

- Developed a Steering Committee aimed at coordinating all efforts toward the completion of the 2008-2011 MGPTF Strategic Work Plan.
- Executed a comprehensive community engagement process consisting of five "Town Hall" meetings throughout San José involving over 1,200 community residents.
- Facilitated 43 individual focus groups ensuring community input from adult residents as well as all types and ages of youth (i.e., mainstream kids, incarcerated youth at Juvenile Hall and the Ranch, and the San José Youth Commission).
- Convened a work plan "Review Committee" made up of representatives from both the Technical and Policy teams.

The Mayor's Gang Prevention Task Force adopted the following Guiding Principles, Vision, Mission, and Strategic Goals:

Guiding Principles:

1) We value our youth.
2) We cannot arrest our way out of this problem.
3) We will address this community challenge with a community response.
4) We will hold our youth accountable for their actions.
5) We will not give up on any youth and are committed to facilitate their personal transformation.

Vision: Safe and healthy youth connected to their families, schools, communities, and their futures.

Strategic Goals:

1) Strengthen and expand the "asset-based" service delivery system to connect, coordinate, and leverage community resources in executing the MGPTF Continuum of Care Strategies.
2) Design and execute an education and awareness campaign that employs culturally competent strategies to inform and engage youth, families, and community partners to live, work, and prosper together.
3) Implement a comprehensive capacity-building strategy to equip task force members, youth, families, and neighborhoods with the skills and resources necessary to reduce violence and anti-social behavior in the City of San José.

4) Enhance the citywide Crisis Prevention and Response Protocol to keep schools, community centers, and neighborhoods safe and accessible to youth.
5) Leverage and coordinate the City of San José's MGPTF Continuum of Care Model with local, state, and national initiatives.

CONCLUSION/NEXT STEPS

The Mayor's Gang Prevention Task Force Policy Team will be responsible for:
1) evaluating emerging trends and setting policy direction; 2) monitoring the progress of the Technical Team; and 3) facilitating inter-agency collaboration and troubleshooting.

The Mayor's Gang Prevention Task Force Technical Team will be responsible for:
1) implementing the Policy Team's direction; 2) implementing the Strategic Work Plan and providing direct services to youth and their families; and 3) serving as a youth safety net.

Successful implementation of **A***ction*, **C***ollaboration, and* **T***ransformation (ACT),* the Mayor's Gang Prevention Task Force Strategic Work Plan 2008-2011 will produce the following outcomes:

- Greater communication and streamlined inter-agency collaboration;
- Strengthened City-County partnerships;
- Increased involvement of community in addressing gang challenges;
- Increased focus on faith-based and private sector resources;
- Greater emphasis on facilitating personal life transformation;
- Increased effort to hold youth accountable for their actions;
- A seamless asset-based service delivery system;
- Safe schools, community centers, and neighborhoods;
- Well-trained and funded direct service providers;
- A public that is informed about the resources available to them; and
- An intervention strategy that is leveraged at the local, state, and national level.

PUBLIC OUTREACH

☐ **Criteria 1:** Requires Council action on the use of public funds equal to $1 million or greater. **(Required: Website Posting)**

☒ **Criteria 2:** Adoption of a new or revised policy that may have implications for public health, safety, quality of life, or financial/economic vitality of the City. **(Required: E-mail and Website Posting)**

☐ **Criteria 3:** Consideration of proposed changes to service delivery, programs, staffing that may have impacts to community services and have been identified by staff, Council

or a Community group that requires special outreach. **(Required: E-mail, Website Posting, Community Meetings, Notice in appropriate newspapers)**

COORDINATION

This memorandum has been coordinated with the City Attorney's Office.

COST IMPLICATIONS

The ability to implement the goals of this strategic work plan relies heavily on the future availability of funds provided through the San José B.E.S.T. funding source.

CEQA

Not a project.

ALBERT BALAGSO
Director of Parks, Recreation and Neighborhood Services

ROBERT L. DAVIS
Chief of Police

Attachment

For questions, please contact Angel Rios, Deputy Director, at (408) 535-3576.

DRAFT

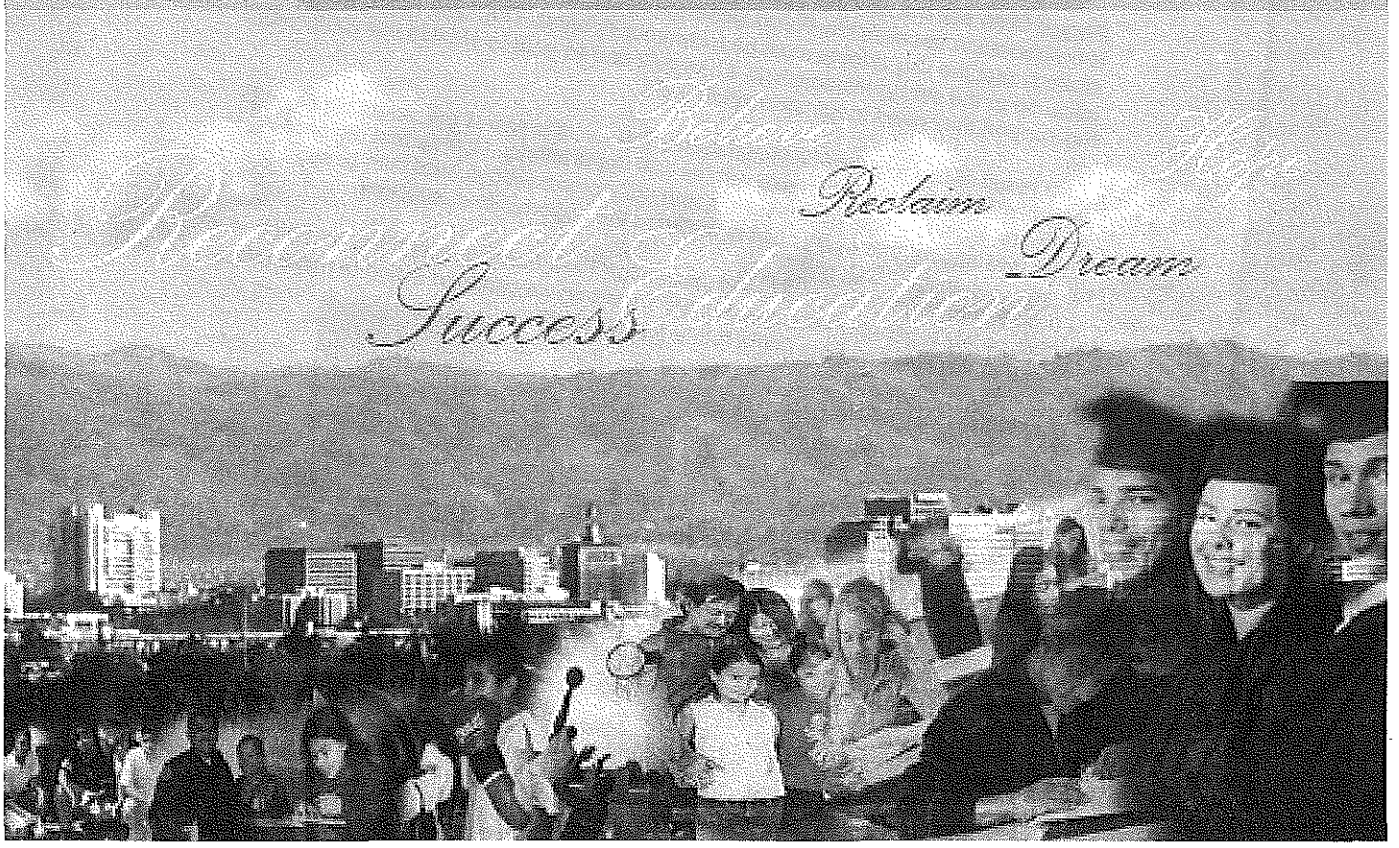
Action Collaboration Transformation

(ACT)

A plan to break the cycle of youth violence and foster hope

CITY OF SAN JOSE
CAPITAL OF SILICON VALLEY
Parks, Recreation and Neighborhood Services

Mayor's Gang Prevention Strategic Work Plan 2008-2011



DRAFT

CITY OF
SAN JOSE
CAPITAL OF SILICON VALLEY

Chuck Reed
MAYOR

Across San José, gangs and youth violence affect all of us – in our neighborhoods, in our schools, and in our own homes. We all must join together as a community to combat their detrimental impact.

This document will guide us in the years ahead as we work towards a safe future for our youth, our neighborhoods, and our families. It is intended to build upon our past success while making adjustments to our strategies to reflect current times and conditions. This serves as more than a document, but as a call to action for our community.

It is vital that today's youth be given the resources to thrive in school and in life so that they may grow and become contributing members of society. Every child is a part of our community, and the opportunities they are given and the decisions they make can affect the quality of life for all of us.

Since 1991, the Mayor's Gang Prevention Task Force has been working to make our community a safe place to live, work, and raise a family. It began well before my term and will continue beyond my time as Mayor. Over the years, it has been successful in preventing kids in our community from joining gangs, in helping youth turn away from the gang lifestyle, and from suppressing gang violence. I am confident it will continue to play an integral role in keeping San José neighborhoods safe.

People often ask me why the Task Force is so successful. The true key to its success is collaboration because the Police Department cannot combat gangs alone. Every strategy that the City adopts must be a community effort. The Task Force works because of the strong relationships it has built and its goal to provide our youth with the support they need to transform their lives.

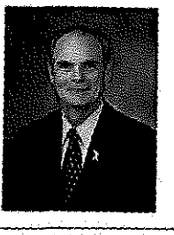
As a result of this and other collaborations, San José is one of the safest big cities in America. We work in partnership with all City departments, County and regional partners, local schools, businesses, community organizations, and faith-based groups to ensure that every child is provided the opportunity to succeed.

I urge you to join the Mayor's Gang Prevention Task Force in continuing to make public safety a priority in our community. Together, we can take action to make this plan a reality and ensure a bright future for our youth.

Sincerely,

Chuck Reed

Chuck Reed
Mayor of San José



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DRAFT

Mayor- City of San José

Chuck Reed

City Council

Pete Constant
District 1

Forrest Williams
District 2

Sam Liccardo
District 3

Kansen Chu
District 4

Nora Campos
District 5

Pierluigi Oliverio
District 6

Madison Nguyen
District 7

David D. Cortese, Vice-Mayor
District 8

Judy Chirco
District 9

Nancy Pyle
District 10

City Administration

Debra Figone
City Manager

Albert Balagso
Director, Department of Parks,
Recreation and Neighborhood Services

Robert L. Davis
Chief of Police

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2008 Mayor's Gang Prevention Task Force Policy Team

Mayor- *Co-chair*	Chuck Reed
Chief of Police- *Co-chair*	Robert L. Davis
City Councilmember	Madison Nguyen
County Board Supervisor	Blanca Alvarado
Tech Team Representative- Foothill Division	Mario Ozuna-Sanchez - MACSA
Tech Team Representative- Western Division	Jeff Bornfeld - CCPY
Tech Team Representative- Central Division	Joaquin Parra – Catholic Charities
Tech Team Representative- Southern Division	Telina Martinez - FLY
California Department of Corrections and Rehabilitation- Division of Juvenile Justice	Jeff McLaughlin
California Department of Corrections and Rehabilitation- Parole Agent	Evan Suzuki
City Attorney's Office	George Rios
City Manager's Office	Norberto Duenas
Community Member At-Large	Cora Tomalinas
Faith-based Representative	Pastor Tony Ortiz
Parks, Recreation and Neighborhood Services	Albert Balagso
Parks, Recreation and Neighborhood Services	Angel Rios, Jr.
Santa Clara County Chief Probation Officer	Sheila Mitchell
Santa Clara County District Attorney	Dolores Carr
Santa Clara County Office of Education- Alternative Schools Department	Paula Mitchell
Santa Clara County Office of the Sheriff	Lindley Zink
Santa Clara County Public Defender	Mary Greenwood
State of California Superior Court- Juvenile Division	Judge Patrick Tondreau
Strong Neighborhoods Initiative	Laura Lam
Superintendent of East Side Union High School District	Bob Nunez
Superintendent of Franklin-McKinley School District	Dr. John Porter
Work2Future Liaison	Jeff Ruster

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Mayor's Gang Prevention Task Force Technical Team

The limited amount of space in this document is insufficient to express our gratitude and appreciation for the many contributions and contributors to this strategic work plan. We wish to acknowledge the following organizations for their ongoing support and collaboration formalized by way of a Memorandum of Understanding with the City of San José:

After-School All-Stars
Alchemy Academy
Allied Barton Security Service - Eastridge Mall
Alum Rock Counseling Center
Alum Rock Union Elementary School District
Arbuckle-Poco Way Neighborhood Association
Asian American Recovery Services, Inc.
Asian Americans for Community Involvement
Bill Wilson Center
Boys & Girls Clubs of Silicon Valley
California Community Partners for Youth
California Youth Outreach
Campbell Union High School District
Catholic Charities of Santa Clara County
Center for Training and Careers, Inc.
City of San José - Library Department
City of San José - Strong Neighborhoods Initiative
City of San José - Work2Future
City of San José - Youth Commission
Community Crime Prevention Associates
Community Unification Project
Correctional Institutions Chaplaincy (CIC)
Crosscultural Community Services Center
District Attorney's Office, SCC
East Side Heroes
Eastfield Ming Quong - Children & Family Services
Eastside Union High School District
Emergency Housing Consortium - LifeBuilders
Evergreen Elementary School District
Family and Children Services
Filipino Youth Coalition
Firehouse Community Development Corp.
FIRST 5, Santa Clara County
Foundry Community Day School
Franklin-McKinley School District
Fresh Lifelines for Youth
Friends Outside in Santa Clara County
Gardner Family Care Corporation
George Mayne Elementary School
Michael Gibeau, Consultant
Girl Scouts of Santa Clara County
Housing Authority of the County of Santa Clara
Joyner Payne Youth Service Agency, Aquarius Project
Jubilee Christian Center/ Amer-I-Can Foundation
Mexican American Community Services Agency
Mid-Peninsula Housing Services Corp.
Moreland School District
National Network of Youth Ministries
New Creation Covenant Ministries
Next Door Solutions to Domestic Violence
Oak Grove Elementary School District
St. Maria Goretti Church – People Acting in Community Together
Parent Education and Resource Link Strategies
Parent Institute for Quality Education
Pathway Society, Inc.
Professional Security Consultants,
Regional Medical Center of San Jose
Rohi Alternative Community Outreach
San Jose Conservation Corps - Youth Corps
San Jose Job Corps Center
San Jose Police Athletic League
San Jose Unified School District
Santa Clara County Juvenile Probation
Santa Clara County Office of Education
Starlight Community Services
The Tenacious Group
Ujima Adult and Family Services
United Way Silicon Valley
Unity Care Group, Inc.
Victory Outreach - Community Services Agency
Victory Outreach Ministry
Volunteer Center of Silicon Valley
YMCA

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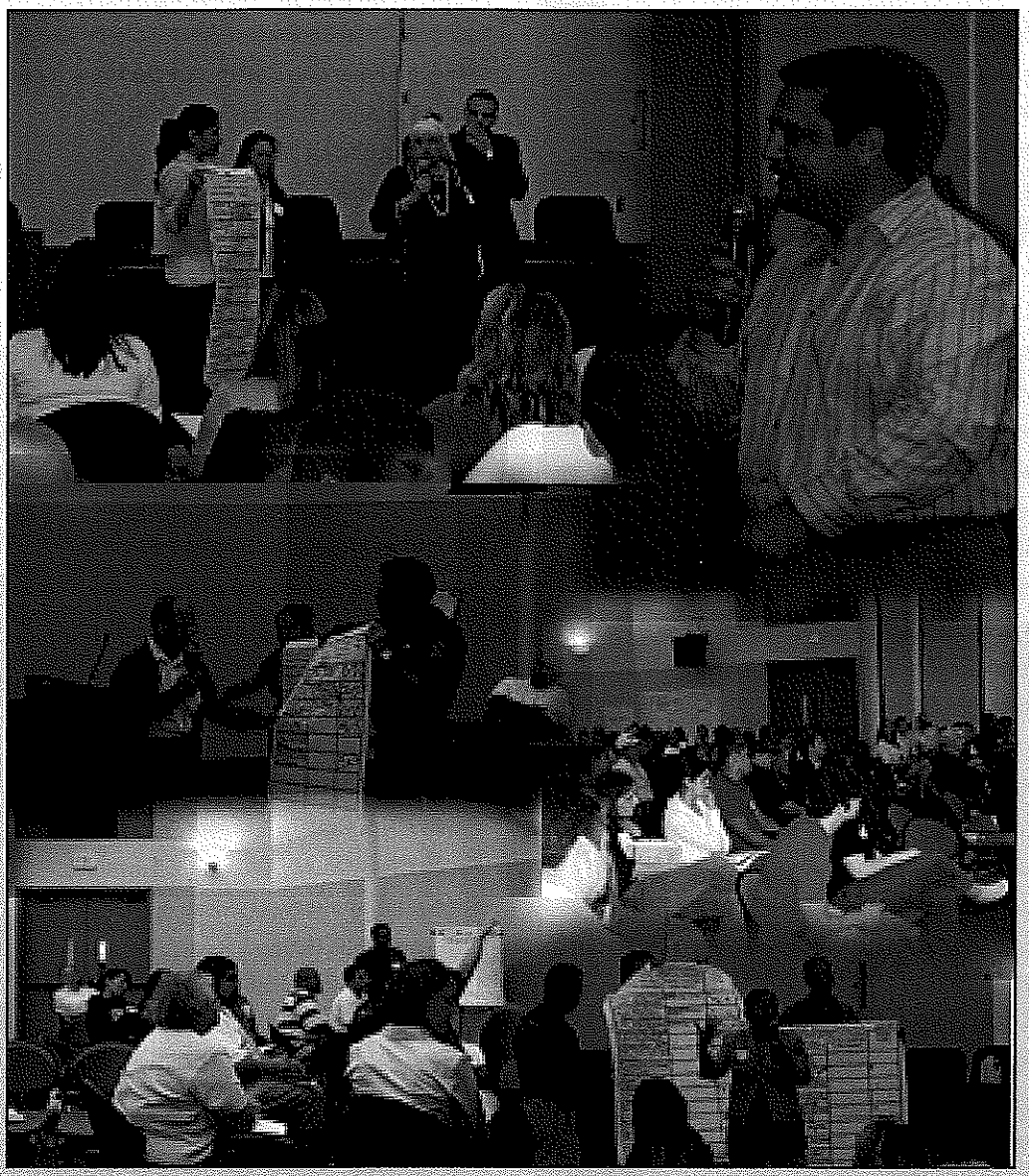
Foreword

"Sometimes our light goes out but is blown into flame by another human being. Each of us owes deepest thanks to those who have rekindled this light."

-Albert Schweitzer



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Action Collaboration Transformation (ACT): A community plan to break the cycle of violence and foster hope- The Mayor's Gang Prevention Task Force (MGPTF) 2008-2011 Strategic Work Plan, is a collaborative effort involving youth; private residents; city, county, and state government; community and faith based organizations; schools; parents; and local law enforcement. This document was developed following an extensive community input process that began in Spring 2007 with a retreat that involved community based organizations serving as members of the Technical Team. The community-at-large participated in the input process from April to May 2008, and included forty-three (43) focus groups that were facilitated at sixteen (16) distinct convenings, involving over 1,200 participants.

The MGPTF embarked upon an extensive community outreach process with the intention of capturing input from the different segments that make up San José's diverse community. Emphasis was placed on gathering input from youth through schools, community centers, the Youth Commission, as well as detention facilities such as juvenile hall and the ranches. Town hall meetings were held throughout the city to afford all residents access to the process to voice their concerns, ideas, and commitment to reduce violence and anti-social behavior. One of the greatest strengths of the MGPTF is that it is inclusive and collaborative in its functioning, as was evident through the deliberate effort to dialogue with the community in developing the next iteration of the strategic work plan.

Since 1991, a sustained commitment has been put forth by a diverse group of stakeholders, representing a range of entities, to "ACT" in the best interest of San José's youth and families. With the leadership and support of Mayor Chuck Reed, these many contributors, both continuing and new, remain united behind a plan to intervene in the lives of its youth – to "ACT" to address the anti-social forces of influence that have disconnected them from their families, schools, and communities. This plan incorporates the latest research on successful approaches to healthy youth development across a continuum of care with an emphasis on reclaiming gang-involved and disconnected youth through intervention services. Acting in the interest of San José's youth is a commitment on behalf of the community to get them back into schools, reconnect them with their families and communities, provide them with a supportive and healthy environment to learn and grow, and redirect them toward more pro-social behaviors. Ultimately we envision youth acting with a sense of responsibility for their actions and accountability to themselves, their families, and the community at large. San José's youth will be afforded the opportunity and support to personally transform themselves and their circumstances, while those seeking to employ intimidation and fear to exert their influence on the residents and neighborhoods of San José will be held personally accountable to the full extent of the law.

There are five guiding principles that drove the development of this strategic work plan:

1. We value our youth.
2. We cannot arrest our way out of this problem.
3. We will address this community challenge with a community response.
4. We will hold our youth accountable for their actions and assist them to get back on the right path.
5. We will not give up on any youth and are committed to facilitate personal transformation.

This work plan is a call to action for all community stakeholders to renew their commitment to ensuring the health and well being of the youth of San José. We invite you to join us in reaffirming our collective effort to implement this plan to "ACT" in the best interest of San José's youth.

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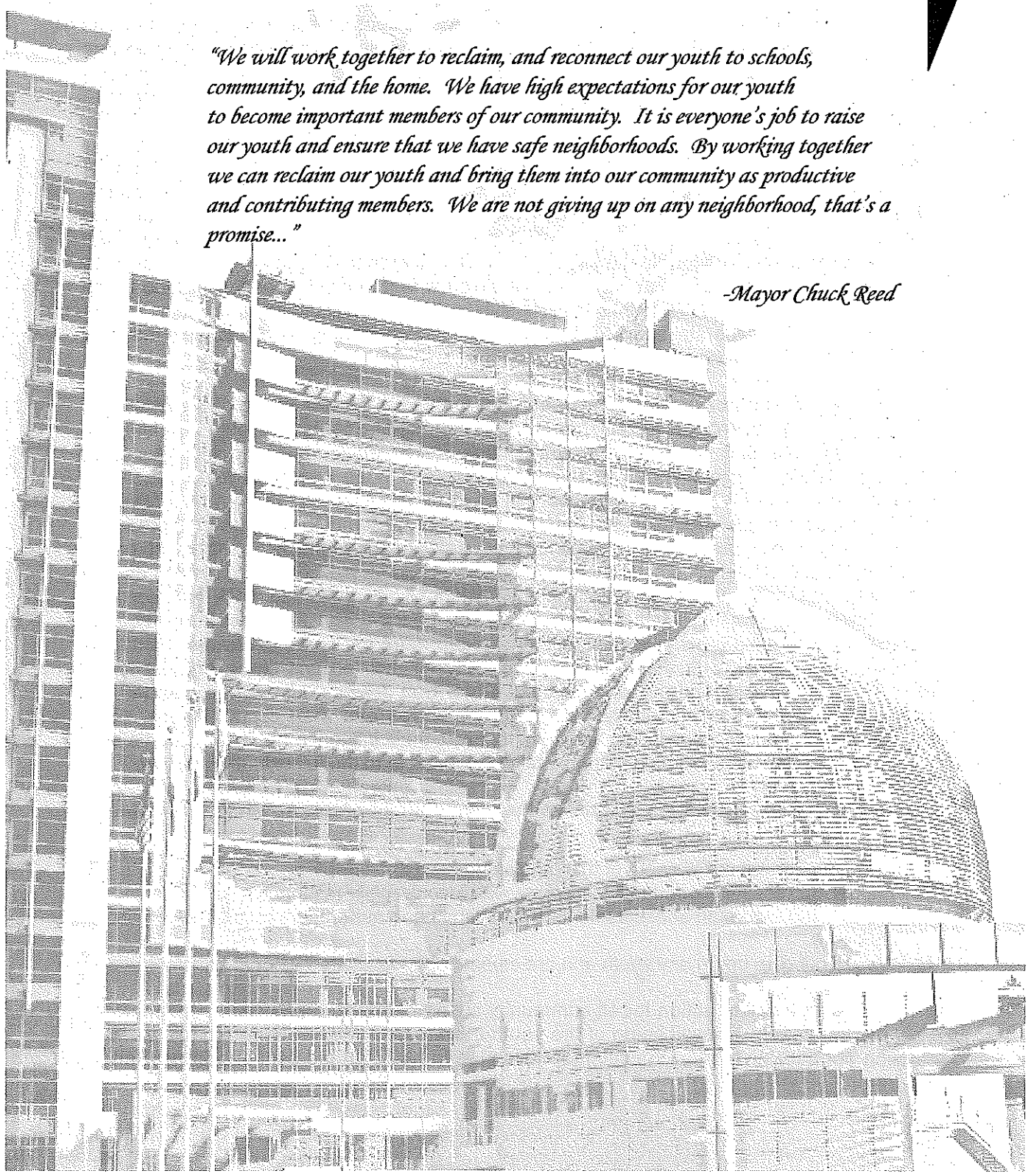
Introduction

"We will work together to reclaim, and reconnect our youth to schools, community, and the home. We have high expectations for our youth to become important members of our community. It is everyone's job to raise our youth and ensure that we have safe neighborhoods. By working together we can reclaim our youth and bring them into our community as productive and contributing members. We are not giving up on any neighborhood, that's a promise..."

-Mayor Chuck Reed



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The City of San José remains one of the "safest big cities in America" due in large part to the sustained efforts of the Mayor's Gang Prevention Task Force (MGPTF). The MGPTF, one of San José's leading grass-roots initiatives, and a nationally recognized model, addresses issues of gang violence, and provides support to gang-involved youth and their families.[1] The MGPTF model brings together the appropriate individuals and organizations to discuss community safety issues and comprehensive strategies to address anti-social behavior exhibited by youth. This national model has validated the theory that collaborative efforts, spanning a broad spectrum of community partners and stakeholders can be collectively responsible and accountable for promoting the safety, health, and welfare of our youth, families, and communities. The MGPTF partners focus the majority of their efforts on promoting personal transformation, creating opportunities for youth to recognize and participate in alternatives to anti-social and violent behaviors through intervention services and new learning experiences. At the same time, an emphasis is placed on personal accountability in responding to violence and the use of fear or intimidation to exert influence in any neighborhood within the City of San José.

During his inauguration speech in January of 2007, Mayor Chuck Reed issued a call for the City of San José to be a beacon of peace and prosperity for all of its residents.

> *"San José is the 10th-largest city in the nation, the 3rd-largest city in California, a state that alone would be the world's 8th largest economy, but our role in the world is more than just economic development and technological innovation. We have an opportunity and an obligation here in San José to demonstrate to the world how people from different ethnicities, religions and cultures can live, work, play, and prosper together.*
>
> *San José will be a beacon of peace and prosperity to show the world what can happen when people from around the world come together and focus on what they have in common rather than on their differences. In a world full of ethnic and religious hatred and violence, we have a chance to show the world a better way of life. We can do it and we will do it..."*

Under the leadership of Mayor Chuck Reed, the City of San José, the MGPTF, and its partners renew their commitment to ensure the overall safety and health of the city's youth, as well as keeping San José one of the "safest big cities in America." **Action Collaboration Transformation (ACT): A community plan to break the cycle of violence and foster hope-** The Mayor's Gang Prevention Task Force (MGPTF) 2008-2011 Strategic Work Plan reflects this renewed commitment.

[1] National League of Cities Institute for Youth, Education, and Families, California Cities Gang Prevention Network Strategy Paper: Implementing a Citywide Gang Violence Reduction Strategy. (2008)

DRAFT
Background

"Too often we underestimate the power of a touch, a smile, a kind word, a listening ear, an honest compliment, or the smallest act of caring, all of which have the potential to turn a life around."

-Leo Buscaglia

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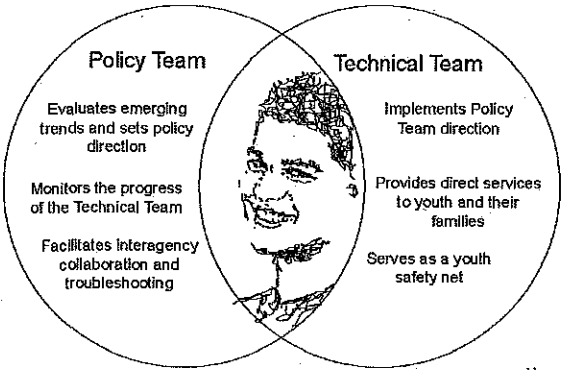
MGPTF: The San José Way

During the mid-1980s, several San José neighborhoods began experiencing significant increases in drug use, gang violence, and other criminal activity. In response to this emerging trend, community members approached the City Council and the Mayor seeking assistance to purge their neighborhoods of crime and drugs. Project Crackdown was launched as the City of San José's initial response to the call for action from residents and community members. For the first time in the history of San José, several city departments combined efforts to improve the safety of its neighborhoods. The departments who participated in the launch of this effort included Parks, Recreation, and Neighborhood Services (PRNS), San José Police, and the Code Enforcement Division. The San José Police Department was responsive to resident calls for assistance, however, city leaders proactively observed that response efforts needed to approach these social issues in a more coordinated and comprehensive manner in order to address the root causes and not just the "symptoms" of anti-social behavior.

To address the trend, a continuum of services including prevention, intervention, suppression, and rehabilitation was developed to leverage resources through collaboration and coordination. Schools, community and neighborhood groups, other law enforcement agencies, and the County of Santa Clara Probation Department entered into collaborative partnerships, to institute a bold and comprehensive campaign focused on eradicating drugs and violence at their sources, in some of the most crime-ridden neighborhoods in the city. The spirit of collaboration continued to gain momentum over time, later evolving into the Mayor's Gang Prevention Task Force (MGPTF), a sustainable approach to addressing the root causes of violence and anti-social behavior with active participation by the City's leadership in conjunction with a network of community partners. The MGPTF has benefitted from the support and vision of two previous mayors, and as a continuous improvement model, will evolve in response to the needs of the youth, families, and neighborhoods of the City of San José.

The MGPTF target population is: youth ages 6-24 exhibiting high-risk behaviors; youth committing intentional acts of violence; youth exhibiting high-risk behaviors related to gang lifestyles; youth identified as gang members and/or arrested for gang-related incidents or acts of gang violence; in addition to families (including parents and children) and friends of youth involved with the gang lifestyle or incarcerated for gang-related crimes.

The MGPTF is comprised of city, county, state, community-based organizations, San José Police Department, schools, faith-based organizations, and other community stakeholders. It has become a vehicle for results-oriented collaboration and capacity building, enabling agencies to work together to develop one another's ability to best serve the target population. The Policy Team evaluates emerging trends, monitors the Technical Team, establishes the overall policy direction of the MGPTF, and facilitates interagency collaboration. The Technical Team executes the policy direction as set out by the Policy Team, provides direct service to youth and their families, and serves as the "safety net" for youth.



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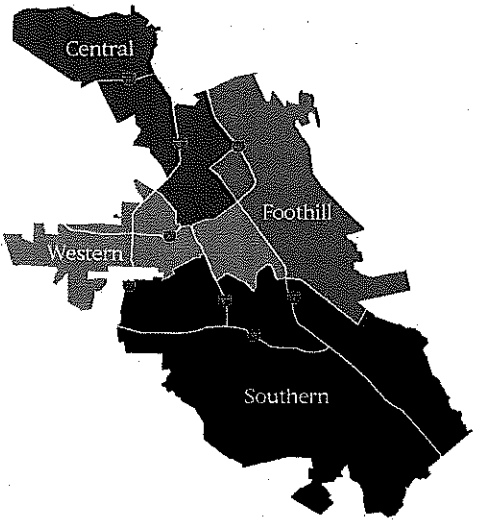
In 2005, the Technical Team was reorganized into four regional divisions: Western, Central, Foothill, and Southern, which are aligned with those of the San José Police Department. Each division has a lead, or "precinct captain," and two co-leads- one representative from PRNS and one from a community based organization. The team of leads for each division oversees the coordination and provision of services to gang-involved and/or disconnected youth and their families, and manages the response to incidents of youth and gang violence throughout neighborhoods, including community centers and school campuses, in their division. Community Center supervisors and school administrators actively participate on this team and play key roles in the implementation of the safety protocol, by ensuring that centers and schools remain a safe place for youth to congregate, play and learn, and by serving as points of contact for neighborhood groups.



The Technical Team also adopted a communication strategy that ensures:

- Better youth input through the San José Youth Commission and a new youth and parent advisory group made up of B.E.S.T. customers
- Integration of MGPTF objectives with the City of San José's priority to regain our status as the safest big city in America
- Program manager-level staff attend monthly meetings, to facilitate the implementation of Technical Team plans and initiatives

Under the leadership of San José Mayor Chuck Reed, the City Council continued its support of the Mayor's Gang Prevention Task Force (MGPTF) and the Bringing Everyone's Strengths Together (B.E.S.T.) Program for Fiscal Year 2006-2007 despite significant budget challenges. Within the first year of Mayor Reed's tenure, an additional $1million in new funding for gang prevention and intervention programs was provided through the MGPTF, the first increase since 1999.[2] This continuing support was influenced by research that showed that the B.E.S.T. Program and the Mayor's Gang Prevention Task Force provided public value. Mayor Reed and the City Council have continued to focus the B.E.S.T. Program on maximizing school success, increasing school safety, reducing violence and gangs, and measuring short and long-term results. As such, Cycle XVI of the B.E.S.T. Program used an evaluation design that integrated the previously used logic model with a performance-based evaluation system. The success of the San José B.E.S.T. program has been due, in part, to the program's focus on harder to serve youth and youth who are out of the mainstream of most community services. The City of San José has been a standard-bearer for not giving up on some of their most valuable assets — youth out of the mainstream. In the last sixteen years, the B.E.S.T. Program has expended a total of $31 million in City and $30 million in matching funds to deliver 9.7 million hours of direct

[2] Mayor Chuck Reed, June Budget Message for Fiscal Year 2008-2009. (2008)

service in order to reduce gang activity and violence.[3] The B.E.S.T. Program and MGPTF have established themselves as major contributing forces to the City of San José's recognition as one of the safest big cities in America.

In January 2008, the MGPTF Policy Team evolved into a new organizational structure to include representation from the Santa Clara County Board of Supervisors, District Attorney's Office, as well as four sub-committees to reinforce partnerships and maximize the efficiency of the policy team through the leveraging of resources and facilitation of timely communication. The four sub-committees to which MGPTF partners were assigned include: Community Engagement, School Safety, Interagency Collaboration, and the MGPTF Technical Team. Staff from the Mayor's Office, San José Police Department (SJPD), and Parks, Recreation and Neighborhood Services (PRNS) provide support the sub-committees in executing their respective committee charges. The MGPTF Policy Team continues to be comprised of all the relevant partners (e.g., Mayor's Office, San José Police Department, Schools, Probation, etc.) to facilitate both the implementation of its policy directives and the brokering of resources. The MGPTF Technical Team, convened at a retreat in Spring 2007 to review the existing strategic goals, affirm their relevance, and explore future policy directions. At the Spring 2007 retreat, the Technical Team established five priority areas of emphasis to be incorporated for 2008-2011:

- Well-coordinated "asset-based" service delivery system.
- Enhanced crisis response protocol, emphasizing prevention and after-care services.
- Capacity-building and fund development strategy.
- Education and awareness campaign that employs culturally competent strategies to inform and engage youth, families, and community in fostering opportunities to live, work, and prosper together.
- Formalized partnerships with related local, state, and national initiatives.

Over the past 16 years, in an attempt to respond to the call for action from the community, a series of community safety programs has evolved under the direction of the City of San José and the MGPTF. These community safety and improvement initiatives include Weed and Seed, the Strong Neighborhoods Initiative, Neighborhood Development Center (NDC), Project Blossom, Project Crackdown, and the Safe School Campus Initiative. The City of San José Parks, Recreation, and Neighborhood Services Department also began operating citywide programs such as The Right Connection, Clean Slate, Anti-Graffiti, and Turn-It-Around. The MGPTF recommended and helped institute long-term structural changes that are now in place such as the school-based emergency response protocol through the Safe School Campus Initiative, which allows city staff and the San José Police Department to directly interface with other front-line service providers and community members.

[3] Community Crime Prevention Associates, B.E.S.T. Interim Evaluation Report (2007-2008)

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Results from Strategic Work Plan 2005-2007

Following is a summary of achievements relative to the five strategic goals from the SWP 2005-2007:

Strategic Goal 1: Develop and implement an "asset-based" service delivery system aimed at connecting, coordinating, and leveraging intervention resources.

San José B.E.S.T. contracted with twenty-four agencies to provide services including gang mediation and intervention, truancy intervention, parent and family support, service to adjudicated youth, and outpatient substance abuse treatment. In 2006-2007, 4,534 unduplicated participants were served through the B.E.S.T. program, among whom fifty-three percent (53%) were gang-impacted (supporter or member) participants. Eighty-eight percent (88%) of participants surveyed were satisfied with services received and seventy-nine (79%) reported that services received were effective in producing a change for the better.

Strategic Goal 2: Create and implement a Crisis Response Protocol aimed at keeping schools, community centers, and neighborhoods safe.

The Crisis Response Protocol is an established procedure that activates police, other city departments, community based organizations, social service agencies, and schools to respond in a timely manner to acts of violence on school campuses and community centers. San José Police Department and Parks, Recreation, and Neighborhood Services are the primary responders to an occurrence of gang or youth violence. The protocol facilitates the notification of community stakeholders, alerts the Safe School Campus Initiative to deploy intervention teams to surrounding neighborhoods, and engages the MGPTF partners to restore "peace" in the community through targeted services. In late 2007 and early 2008, the Crisis Response Protocol was activated in response to an up-tick in homicides, engaging service providers in an effort prevent any further escalation of violence.

Strategic Goal 3: Develop and implement a comprehensive capacity-building strategy aimed at equipping Task Force members with the skills and resources necessary to re-direct youth.

Eighty percent (80%) of MGPTF members reported that their involvement allowed them to take action with other collaborators to address community needs and respond to challenges in the City. Three out of four (76%) task force members reported that their involvement assisted them and/or their agency to form partnerships with related local, state, and national initiatives being implemented in the City. Eighty percent (80%) of members indicated that they have established new and/or strengthened existing relationships as a result of their participation in the MGPTF. The MGPTF Technical Team's average attendance grew by 112% and the number of participants who are not B.E.S.T. funded grantees who participate in the MGPTF increased by 190% from January 2005 to October 2007.

Strategic Goal 4: Create an education and awareness campaign regarding the risk factors affecting youth and resources available to them.

A brochure was developed and finalized to market the availability of resources within the community through the MGPTF. A combination of outreach activities, trainings, and intervention

services increased public awareness with regard to minimizing the risk factors that adversely impact youth and optimizing utilization of existing resources to foster pro-social attitudes and behaviors. B.E.S.T. funded Parent Gang Awareness trainings reached over four hundred (400) participants through eleven (11) offerings facilitated by California Youth Outreach and Catholic Charities. The Safe School Campus Initiative (SSCI) provided on-going trainings for parents, school staff, community members and others, while programs like STAND and Clean Slate continued to serve the needs of the youth.

Strategic Goal 5: Integrate the city of San José's MGPTF Intervention Strategy with local, state, and national initiatives.

The MGPTF hosted site visits for cities and attendees from the California 13 City Gang Prevention Network Conference. The cities of Stockton, Vacaville, Sacramento, Santa Barbara, Santa Rosa, Tracy, and Lincoln as well as other conference participants have sought assistance to establish a Gang Task Force in their respective jurisdictions. The City of San José's model has generated interest from as far away as Seattle, Washington and Arlington, Texas which have also visited to observe and learn from collaborative partners. MGPTF members presented at summits and conferences on the subject of gangs such as the National League of Cities, Tulare County Gang Summit, and City of Salinas.

The MGPTF Strategic Work Plan (SWP) 2005-2007 and B.E.S.T.'s Performance Logic Model Evaluation identified a series of population results as outcome indicators to be tracked over time to determine how we, as a community, are progressing. These results were derived from the effort, effect, and performance of the whole community of San José in raising healthy children who will have the opportunity to succeed in life.

The following population results indicate that San José residents working together were successful in favorably impacting juvenile crime and school success outcomes. This conclusion is based on the fact that:

- ☑ The rate of violent crime per 100,000 youth in Santa Clara County has decreased by 44% since 1996.[4]
- ☑ There has been a 76% decrease in youth referred to the California Department of Corrections and Rehabilitation, Division of Juvenile Justice (formerly California Youth Authority) since 1996.
- ☑ There has been a 59% decrease in youth admitted into Juvenile Hall since 1995.
- ☑ There has been a 26% decrease in the number of youth of color admitted to Juvenile Hall since 2001.[5]
- ☑ There has been a 32% increase in the number of high school graduates that meet the University of California/California State University admissions requirements.
- ☑ The Academic Performance Index for San José school districts has increased by 12% since 1999.[6]

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[4]State of California, Office of the Attorney General, Criminal Justice Statistics Center (2007)

[5] Santa Clara County Probation Department (2007)

[6] California Department of Education (2007)

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Challenges and Emerging Trends

"Should it not be a right, a civil right, not a program, to walk the streets, walk to school without fear of being shot and killed?"

-John Calhoun
Author of Hope Matters

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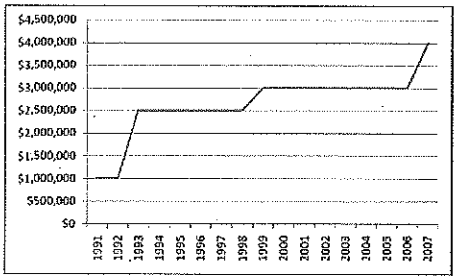
Despite the successes of the MGPTF over the past 16 years, serious challenges persist in 2008 and beyond:

Fiscal Challenges

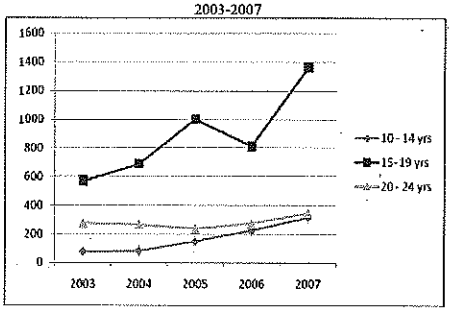
Diagram 1: Annual Funding for MGPTF
1991-2007



The leveraging of community resources and coordination among stakeholders have significantly contributed to the sustainability and effectiveness of the MGPTF as the City's fiscal challenges have mounted in recent years. The City of San José's commitment to keeping its communities safe remains steadfast as evidenced by a recent infusion of $1 million in new funding to the MGPTF. Nonetheless, as the City considers embarking on an ambitious three year plan to eliminate a $115 million structural deficit, the need for attracting new private and public funding to continue expanding and enhancing the activities of task force is growing exponentially.

Increasing Incidents of Violence Among Gang-Involved Youth

Diagram 2: Gang Related Incidents
Offenders by Age Range
2003-2007



Data from the San José Police Department Crime Analysis Unit for gang related incidents over the last four years shows an increasing trend of 56% in gang related incidents in the City of San José. From 2005 to 2007, the number of offenders between 10-14 years old increased by 112%, as compared to a 36% increase in offenders who were 15-19 years of age and 46% increase in offenders between 20-24 years of age (See Diagram 2). Between September 1, 2006 and August 31, 2007, 92% of the offenders associated with gang related incidents were under the age of 25 years. The majority of these offenders (67%) were between the ages of 15 and 19 years old. Among the victims of gang related incidents between September 1, 2006 and August 31, 2007, 77% were under the age of 25 years. The largest concentration of victims of gang related incidents (44%) were between the ages of 15 and 19 years old.

For the first time in nine years, the rate of violent juvenile crime per 100,000 youth in Santa Clara County increased in 2005 (by 23%), the last year data was available from the California Attorney General's Criminal Justice Statistics Center. In 2007, there was an increase in the number of youth referred to the California Department of Corrections and Rehabilitation Division of Juvenile Justice (formerly the California Youth Authority), despite a 76% reduction overall since 1996.

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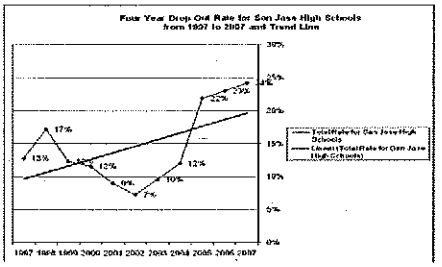
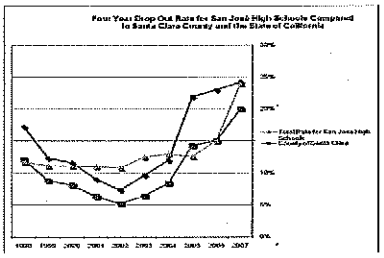
Youth Disconnecting from Schools before High School Graduation

Diagram 3:



From 2005-2007, 7,692 youth dropped out of high school in the City of San José. The four-year dropout rate for high school has increased by 232% since 2002 for San José schools. High school graduation rates have declined by 12% over the last four years.[9] Generally, dropout rates are under-reported in the State of California, however, even given this limitation, the increase in dropout rates requires serious consideration and attention, particularly because of the disproportionate representation of Black, Latino, and Native American youth. The high school graduation rates for Black, Latino, and Native American males are even lower.[10]

Diagram 4:



There are numerous socio-economic and developmental consequences for youth becoming disconnected from schools prior to high school graduation, not the least of which are reduced contact with caring adults, reduced access to community resources located on school sites, limited future career options, and an increased risk of engaging in anti-social behaviors.

Limited Alternatives to Incarceration

The Santa Clara County Juvenile Detention Reform (JDR) effort was implemented to address and reduce the over-representation of certain youth, particularly minorities, in confinement. The goal of JDR was to incarcerate youth who constitute a real and imminent danger to our communities, not the youth who have angered an adult or broken a non-violent law. Non-violent youth offenders who are not detained or incarcerated are best served remaining connected to school and participating in intervention programs as an alternative to incarceration. The long-term success of JDR may be compromised unless more alternatives to incarceration are implemented for youth to hold them accountable for breaking laws that may not represent a direct threat to our communities, but are examples of anti-social behavior nonetheless. The recent evolution of JDR into the Juvenile Justice Systems Collaborative (JJSC) has created a coordination structure through which future alternatives to incarceration might be explored more fully.

Connecting Available Resources to Community Needs

Families, schools, and others intervening in the lives of youth who have been influenced by gangs, in most cases, require additional resources. The recognition of the available resources and how to access them in a timely manner is an on-going challenge that requires a sustained, consistent effort throughout the community to disseminate this information widely.

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[9] California Department of Education- http://dq.cde.ca.gov/dataquest

[10] Harvard Civil Rights Project, *Confronting the Graduation Rate Crisis in California.* (2005)

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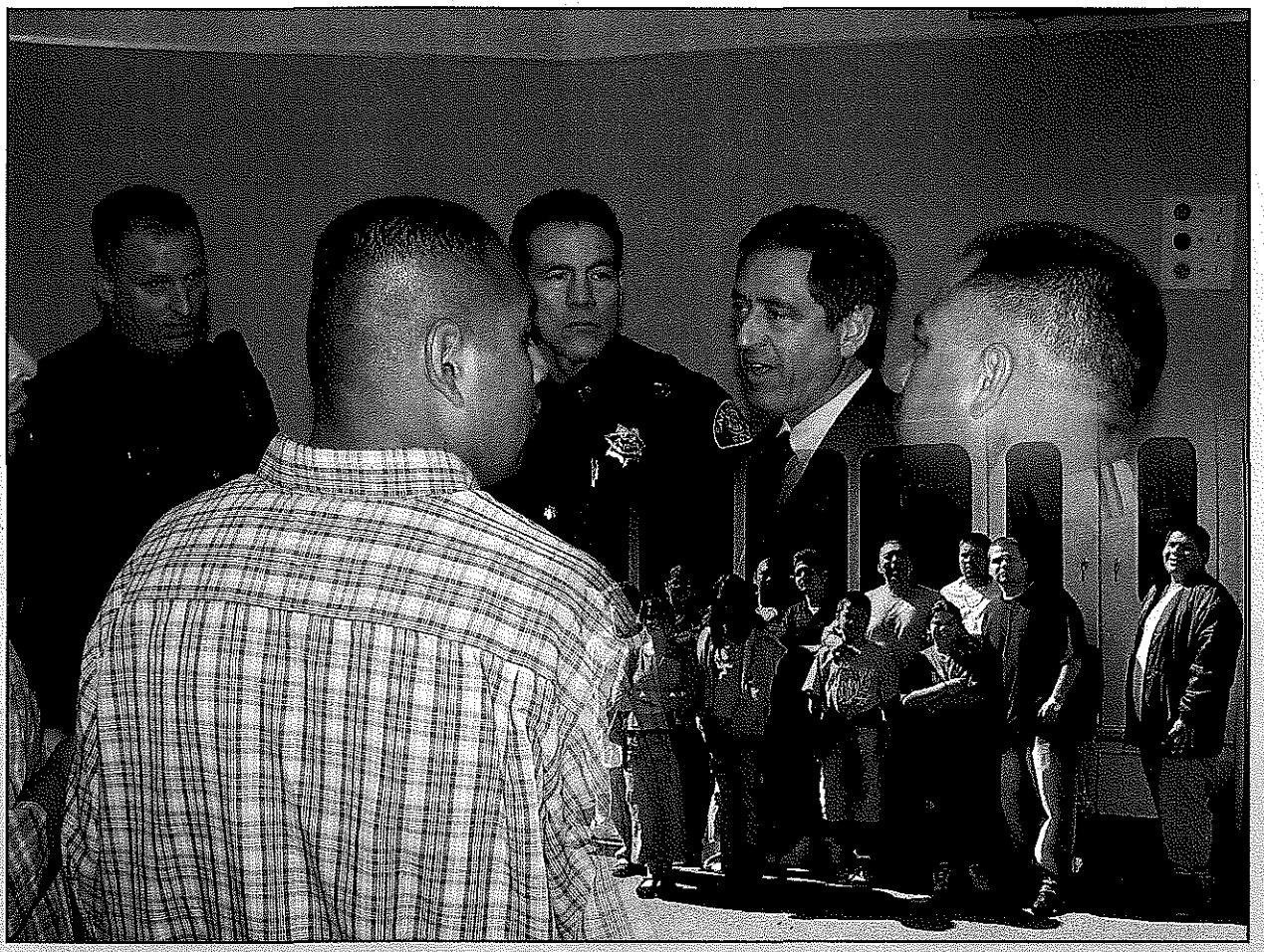

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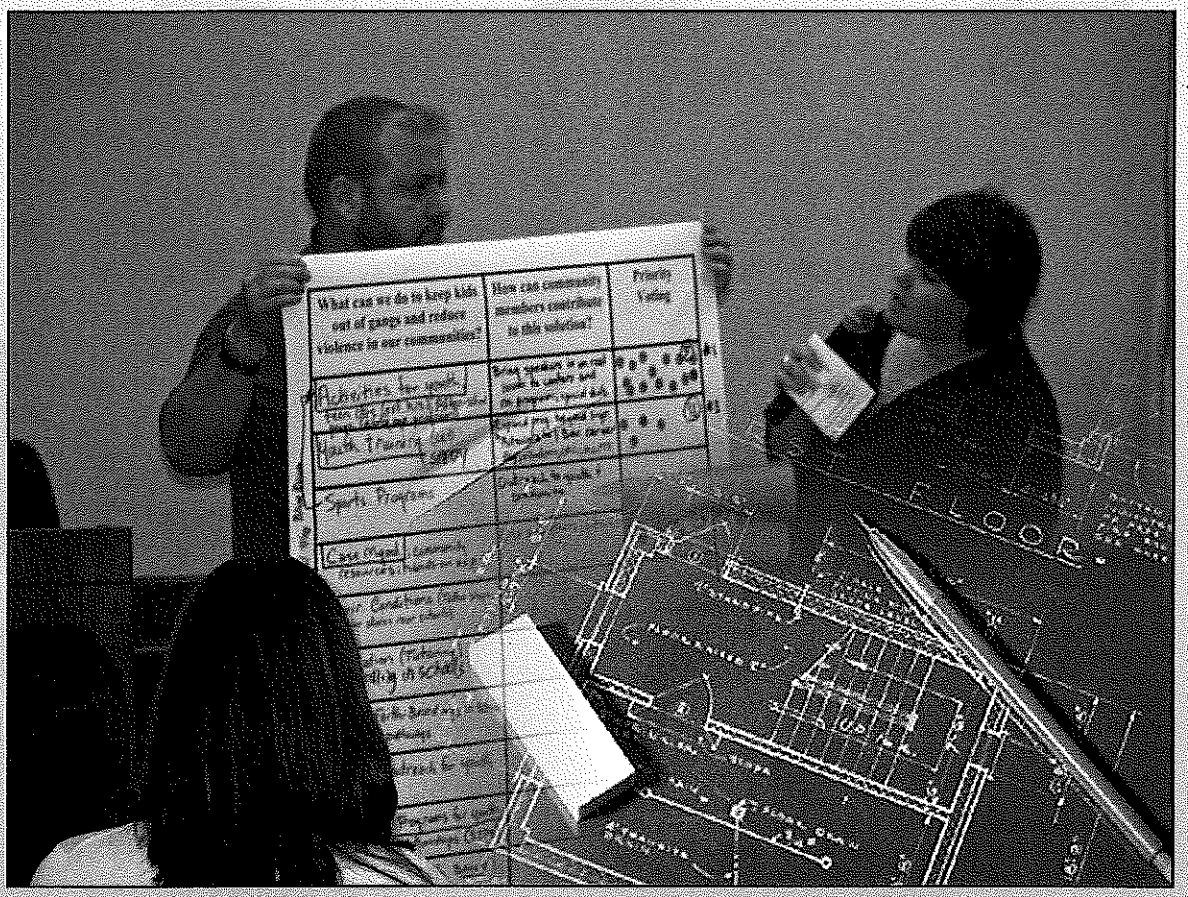
Next Steps: Building on Our Success

"...through the MGPTF we have hatched the mechanism...to respond to the problem of violence...working with our CBO's and the community We are doing it well, but need to ask ourselves how can we do it better?...shame on us if we do not step up and do it better..."

-Chief Robert L. Davis



Implicit within the practice of continuous improvement is a commitment to further developing strengths that have emerged from the MGPTF model as it has been implemented over the past 16 years. The City of San José has continued to employ its national model of an intervention-based service strategy. This strategy enhances the capacity of service providers and establishes a common language to be employed across agencies in delivering services to youth and their families. The MGPTF will link this intervention-based strategy with other initiatives in Santa Clara County, the State of California, and the United States which support improving the lives of disconnected youth. Leveraging and connecting internal resources, utilizing the latest research, and integrating with other youth initiatives enables the MGPTF collaborative to benefit from fresh perspectives and best practices operating both inside and outside the City of San José. This overall strategy challenges stakeholders on an ongoing basis to critically assess and evaluate their provision of services to ensure they are:

- Culturally and ethnically relevant, as well as age appropriate
- Actively engaging families in the lives of their youth
- Responding to the evolving needs of the community
- Developing and nurturing youths' strengths and assets
- Reconnecting youth who are disconnected from families, schools, and their communities
- Optimizing precious limited resources
- Achieving desired outcomes
- Grounded in the public's best interest

Promoting Personal Transformation and Personal Accountability

The MGPTF Continuum of Care is designed to afford youth the opportunity, at different stages in their development, to recognize anti-social behaviors and alternatives that they can exercise to develop their talents, skills, and abilities through pro-social activities. Youth who are willing to invest the time and effort in transforming themselves and their circumstances will have access to and the support of a number of experienced service providers who are vested in the short- and long-term success of their youth clients. A vigorous effort will be made to afford every youth client served through the Continuum of Care the opportunity to utilize the resources available to realize their potential and develop into contributing members of the community. Accordingly, the age range of eligible clients has been amended to include younger clients who might benefit from early care and prevention services.

Youth who choose to employ violence and intimidation to exert influence on neighborhoods will be subject to an equally vigorous effort to disrupt and suppress their activities. The prosecution of violent offenders, whether youth or adult, will be pursued to the full extent of the law to hold individuals personally accountable for inflicting physical or any other harm upon members of the San José community.

Strengthening the Continuum of Care Model

The MGPTF has honed its strategies and increased its effect on the lives of disconnected youth through a collaborative approach with a network of community partners. Resources have been allocated primarily to an intervention-based service delivery strategy while linkages have been

leveraged to fully implement the other strategies (i.e., Early Care, Prevention, After Care, Suppression) of the MGPTF Continuum of Care. Moving forward, emphasis will be placed on youth referrals to service providers across the continuum of care to assess the outcomes that result.

The Community Crisis Response Protocol and Juvenile Justice Systems Collaborative (JJSC, formerly Juvenile Detention Reform) efforts are essential elements of the intervention services based approach that has shown favorable results for the MGPTF. The Crisis Response Protocol is a procedure that activates the police department, other city departments, community based organizations, social service agencies, and schools to respond to acts of violence in the community. When crisis has surfaced, the protocol has been effective in getting notice to community stakeholders, alerting the Safe School Campus Initiative to deploy intervention teams to surrounding neighborhoods, and engaging the MGPTF partners to restore "peace" in the community through after care services. The recent surge in homicides and juvenile crimes in the City of San José have placed a renewed emphasis on developing the capacity of staff in all partner agencies through targeted training that will increase their ability to be successful in working with gang-impacted youth.

The primary goals of Juvenile Detention Reform were to create alternatives to detention/ incarceration, reduce the disproportionate representation of ethnic minorities, reduce unnecessary delays in case processing, and engage impacted parents and youth, intervening before youth penetrate the system, and providing alternatives so that youth can continue to attend school and receive appropriate treatments and support. The evolution of JDR into the Juvenile Justice Systems Collaborative reflects a renewed effort that is being undertaken to explore, develop, and coordinate alternatives to incarceration for youth offenders. Enhancing the capacity of community based service providers and other members of the MGPTF to serve youth and their families, coupled with viable, appropriate alternatives to detention/incarceration will likely yield favorable results in relation to school success and juvenile justice over time.

Addressing the Socio-Economic Factors that Influence Anti-Social Behavior

Addressing the participation of youth in gangs and other anti-social behaviors requires innovation in responding to the socio-economic factors that influence the behaviors of youth. The adverse effects of a youth becoming disconnected from schools, having limited access to health and dental care, and limited access to nutritious food, among other factors, are multi-dimensional and difficult to quantify in the long-term. While it would be difficult for any single agency to respond to any combination of the aforementioned challenges, the network of B.E.S.T funded and non-B.E.S.T funded agencies that actively participate on the Technical Team have certainly developed the ability to respond to a growing range of needs as demonstrated by youth and families. By forging relationships with new partners such as local community colleges and businesses, existing workforce and training needs can be leveraged toward the long-term goal of stimulating economic development in the City of San José by training and employing parents and youth in need of career-oriented jobs. Developing and enhancing opportunities for further educational pursuits and workforce training can be leveraged to hold youth and their parents accountable for their success in school and diversion from anti-social behavior. In addition, cultivating San José's greatest resource, its youth and residents, in the long-term could result in a better trained, more employable citizenry which could appeal to current and future business partners seeking to locate themselves within the city limits.

According to Project Cornerstone's Asset Charts[11], there is a direct correlation between increasing the number of assets that youth possess and decreasing the incidence of high-risk behaviors, such as drug and alcohol abuse and acts of violence. Stakeholders are united behind the notion that it is not enough to just prevent youth from joining gangs and getting involved in violence and/or gang-involved activities. Families and communities must also make other opportunities available to youth, and provide them with the care, support, and encouragement necessary to enable youth to pursue those alternatives. Research published by Child Trends alludes to the significance of youth having caring and supportive families, suggesting that good relations between parents and adolescents lessen the likelihood that teens will exhibit problem behaviors.[12] Research also indicates that youth without supportive parents can receive care, love, and support from other adults found in extended families, community, and in schools. This research on "resiliency" also identifies the importance of high expectations by youth, and adults working with them, to become good at something. Another factor in resiliency research is that youths need to have meaningful participation in home, school, and the community. When youth have these three factors in their lives (Caring Adults, High Expectations, and Meaningful Participation), they have a very good chance of achieving success as they transition into adulthood.

Facilitating a Community Response to a Community Issue

As the capacity of intervention service providers has been developed, many valuable lessons have been learned regarding best practices in working with disconnected youth. The MGPTF is structured such that trainings and technical assistance is offered to members of the Technical Team. The need for parent training and community workshops was a recurring topic that emerged during the community input process. Thus, an education and awareness campaign will be implemented toward the goal of increasing the capacity of parents, families, and neighborhoods as partners in intervening in the lives of disconnected youth.

Evaluation

Consultants will evaluate the programs funded by San José B.E.S.T., the funding arm of the MGPTF, using a Performance Logic model. For more information on this evaluation model, please see Attachment A.

[11] http://www.projectcornerstone.org/content/charts.pdf

[12] Child Trends, Promoting Well-Being Among America's Teens (October 2002)

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Re-kindled hope

Safe homes, neighborhoods, and communities

Reconnected youth to families, and communities

New beginnings, new opportunities

City

CBO'S

County

Healthcare

State

Schools

Private Sector

SJPD

Work-2-Future

Faith-Based

Parents

Personal Transformation

- Meaningful participation at home, school, and community
- High Expectations
- Responsive to caring and supportive adults
- Healthy beliefs, values, and attitudes
- Developed skills and assets
- Making amends for anti-social behavior

Personal Accountability

- Civil Gang Injunctions
- Gang Enhancements
- Probation/Parole/Rehibilitation
- Encarceration
- Court Mandated Referrals

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Mayor's Gang Prevention Task Force

Guiding Principles

- We value our youth.
- We cannot arrest our way out of this problem.
- We will address this community challenge with a community response.
- We will hold our youth accountable for their actions and assist them to get back on the right path.
- We will not give up on any youth and are committed to facilitate personal transformation.

Vision

Safe and healthy youth connected to their families, schools, communities, and their futures.

Mission

We exist to ensure safe and healthy opportunities for San José's youth, free of gangs and crime, to realize their hopes and dreams, and become successful and productive in their homes, schools, and neighborhoods.

Strategic Goals

- Strengthen and expand the "asset-based" service delivery system to connect, coordinate, and leverage community resources in executing the MGPTF Continuum of Care Strategies.
- Design and execute an education and awareness campaign that employs culturally competent strategies to inform and engage youth, families, and community partners to live, work, and prosper together.
- Implement a comprehensive capacity-building strategy to equip Task Force members, youth, families, and neighborhoods with the skills and resources necessary to reduce violence and anti-social behavior in the City of San José.
- Enhance the citywide Crisis Prevention and Community Response Protocol to keep schools, community centers, and neighborhoods safe and accessible to youth.
- Leverage and coordinate the City of San José's MGPTF Continuum of Care Model with local, state, and national initiatives.

Outcomes

- A seamless service delivery system
- Safe schools, safe neighborhoods
- Well trained and funded direct service providers
- Increase opportunities for all
- Leveraged resources

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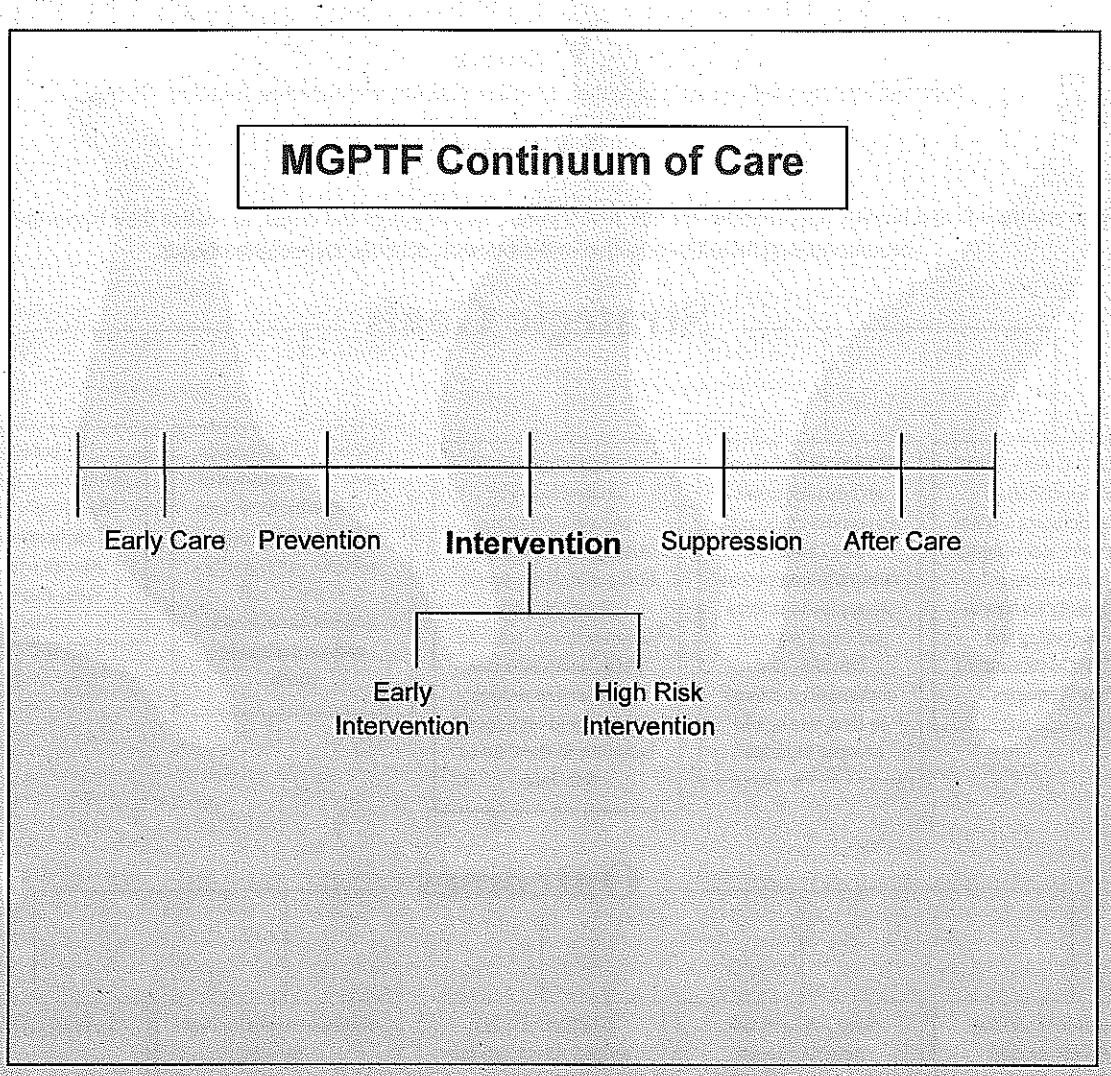
Strategic Goal 1

Strengthen and expand the "asset-based" service delivery system to connect, coordinate, and leverage community resources in executing the MGPTF Continuum of Care Strategies.



The "seamless" service delivery system of the MGPTF connects all local intervention-based initiatives, thus establishing a "Safety Net" to surround youth with positive influences to create stronger relationships to their families, friends, church, community, school or other pro-social groups. The multi-dimensional challenge of reconnecting youth is a community issue that requires a community response grounded in communication, collaboration, and a sustained commitment to leveraging available resources to intervene in the lives of youth. To expand the model service delivery system, a new focus will be placed on the coordination of youth referrals among the members of the MGPTF and the corresponding outcomes that result within the strategic areas of Early Care, Prevention, Intervention, After Care, and Suppression. Leveraging community resources will create safe spaces for youth to develop their talents, skills, and abilities through pro-social activities and engagement.

Objectives:

1. Develop and implement strategies with City of San José (i.e., Smart Start) and Santa Clara County (i.e., First 5) early childhood education initiatives to promote the healthy and safe development of youth.
2. Develop and coordinate prevention and intervention activities in conjunction with school districts, charter schools, and alternative education providers that leverage available resources.
    a. Encourage the optimization of early care and prevention programs and ensure that disconnected children and youth are given the opportunity to participate in our city's schools, after school, libraries, youth centers, and early childhood programs.
    b. Pilot a student development strategy at the elementary and middle school level that incorporates prevention and intervention activities.
    c. Expand efforts, in collaboration with schools and alternative education service providers, to monitor and address truancy.
3. Expand and enhance initiatives with the County of Santa Clara related to the Juvenile Justice Systems Collaborative (formerly Juvenile Detention Reform) and supporting youth that are re-entering the community to be successful.
4. Explore and exercise gang injunctions with the City Attorney, Santa Clara County District Attorney and Courts to suppress the activities of known entities that promote violence and intimidation in the City of San José.
5. Develop and implement a "user-friendly" information and referral system in collaboration with community and faith based partners aimed at connecting youth and their families to the appropriate resources in a timely and results-oriented manner.
6. Develop a Communication Strategy aimed at ensuring smooth and effective communication and coordination between MGPTF Technical Team Members.
    a. Administer, monitor, and enforce Memorandum of Understanding (MOU).
    b. Facilitate "action-oriented and results-based" MGPTF Technical Team meetings.

c. Monitor school and community climates, review crime analysis data, and respond to emerging trends.

d. Utilize technology to streamline communication.

e. Monitor and report out on youth referrals at the MGPTF Technical Team meetings.

f. Track, monitor, evaluate, and report on the accomplishments and effectiveness of programs offered through the MGPTF Technical Team (e.g., SJ B.E.S.T., Safe School Campus Initiative, and intervention programs supported by the City's General Fund).

g. Review and revise the MGPTF Sub-committee structure to explore innovations in the areas of school success, addressing the socio-economic factors that lead to anti-social behavior, and an integrated approach to executing the continuum of care.

7. Understand and integrate Project Cornerstone's 41 Developmental Assets, Cognitive Behavior Theory, Resiliency Theory, and other Personal Development and Transformation strategies into the MGPTF Continuum of Care (Prevention, Intervention, Suppression, and Aftercare).

Indicators

Effort – What will we do? (Outputs)

1. MGPTF will monitor the volume and resulting outcomes for youth referrals in the strategic areas of Prevention, Intervention, After Care, and Suppression.
2. MGPTF will monitor the volume of referrals and resulting outcomes for youth who are re-entering the community.
3. MGPTF will monitor the volume of referrals and resulting outcomes for youth who are reconnecting to schools.
4. MGPTF will monitor the number and impact of gang injunctions.
5. MGPTF will produce an 80% attendance rate for both City-funded and community-based service providers at Tech Team meetings each year.
6. MGPTF will produce an 80% attendance rate for Policy Team members each year.
7. MGPTF Policy and Technical Team will take action to find solutions to problems presented. These solutions and actions will be tracked to determine the impact realized over time.
8. City-funded Service Providers and some of the County of Santa Clara funded providers will track the number of customers, type of customer, type of service provided, amount of service provided and cost per hour for services delivered.
9. 100% of community-based City-funded service providers (B.E.S.T.) and City Youth Intervention staff will be trained in asset-based evaluation design.
10. 80% of B.E.S.T. service providers will connect youth customers to at least 2 additional caring and supportive adults.
11. MGPTF will track the amount of funds used in providing prevention, intervention, and suppression services.
12. MGPTF will continue to review the percent of B.E.S.T. funds allocated by type of service and time of day the service is provided.

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13. MGPTF will continue to review the breakdown of B.E.S.T. youth participants by level of gang involvement.
14. MGPTF will continue to monitor and address the rapid rise in high school dropout and truancy rates.
15. Build a youth advisory group to the MGPTF Technical Team made up of S.J. Youth Commission members and customers of B.E.S.T. funded services.
16. Build a parent advisory group to the MGPTF Technical Team.
17. Work with Santa Clara County Mental Health providers to insure access to mental health services.

Effect – Are we better off because of our efforts? (Outcomes)

1. B.E.S.T.-funded service providers will produce a 70% customer satisfaction rate for youth and their parents.
2. 70% of youth participants in B.E.S.T.-funded services will report an improved ability to connect with caring adults.
3. 80% of MGPTF Tech Team and Policy Team members will report that City-funded services were effective in supporting youth developmental assets.
4. Staff members of B.E.S.T.-funded services will report that the level of participation in their communities increased for 60% of youth.
5. Youth, their parents/guardians, and staff providing service will indicate, via survey reports, that 60% of youth will meet the target changes in youth development assets because of the services they received from MGPTF services.
6. 80% of MGPTF Policy and Technical Team members will report that the MGPTF was effective or somewhat effective.
7. 80% of MGPTF Policy and Technical Team members will report their knowledge of other service providers increased.
8. 70% of MGPTF Policy and Technical Team members will report improved communication with other service providers.
9. 80% of the youth and parent advisory groups will indicate that their advisory group was effective or somewhat effective.
10. Continue and increase the staff from elementary, middle, and high school districts who participate in the MGPTF.
11. Assist schools within the City of San José to reduce their dropout rate.
12. Report yearly to the MGPTF on B.E.S.T. eligible services to make sure that domestic violence, substance abuse, recreational, transition back to school, and parental services for disconnected youth are included.

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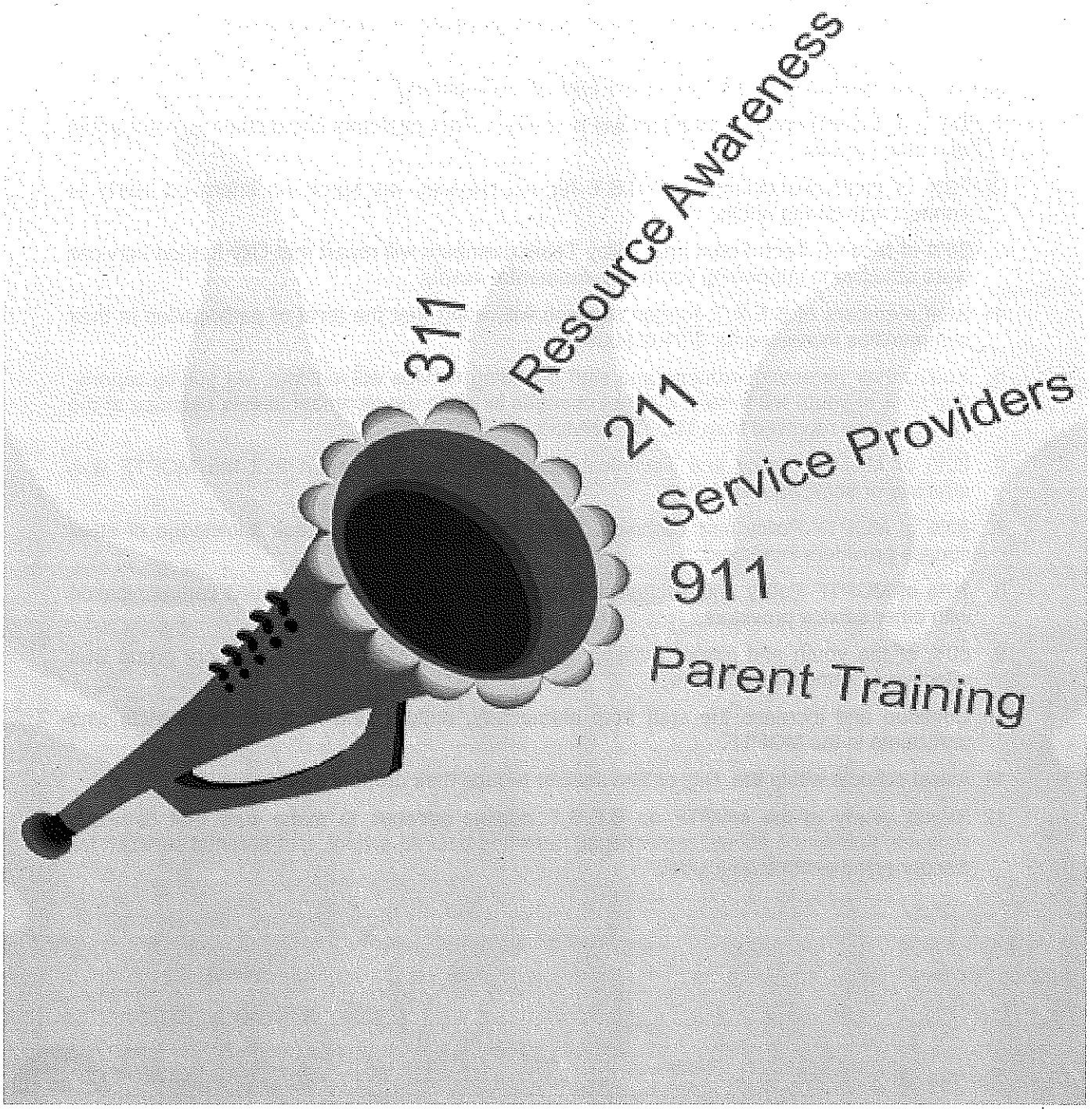
Strategic Goal 2

Design and execute an education and awareness campaign that employs culturally competent strategies to inform and engage youth, families, and community partners to live, work, and prosper together.



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The MGPTF Technical Team serves as a hub of information for the public about the resources that are available and how to access community resources to reduce violence and youth participation in anti-social behavior. In an effort to ensure widespread dissemination and appeal, associated marketing efforts will employ strategies that are culturally relevant and reflect a commitment to leveraging the city's diversity to enrich the life and community experience. In addition, the Technical Team will work with other youth initiatives and create a uniform "anti-violence" message.

Objectives:

1. Develop and deploy a culturally competent multi-media marketing strategy to inform the public of the intervention resources available.
    a. Deploy information regarding crime reporting options, restoring property damage (i.e., graffiti), and fostering healthy neighborhoods throughout the City of San José.
    b. Increase outreach to youth and the deployment of the *Student Guide to Police Practices.*
    c. Coordinate with the Youth Commission to expand the MGPTF website to provide the public with online access to youth-related information and resources.
    d. Expand the "youth focused" resource and information system through the MGPTF website.
2. Coordinate with the Youth Commission and local youth service providers to develop an anti-violence Public Service Announcement (PSA) campaign.
3. Identify and integrate strategies to meet the developmental needs of female and male youth.

Indicators

Effort – What will we do? (Outputs)

1. Expand the multi-media strategy and website to insure cultural relevancy and wide ranging appeal.
2. Expand B.E.S.T. eligible services to make sure that all cultural and ethnic groups are included in intervention services.

Effect – Are we better off because of our efforts? (Outcomes)

1. Monitor the public awareness campaign to track impact.
2. Monitor MGPTF B.E.S.T.- funded services to make sure the services contracted serve all cultural groups affected by gangs, youth violence, and drugs.

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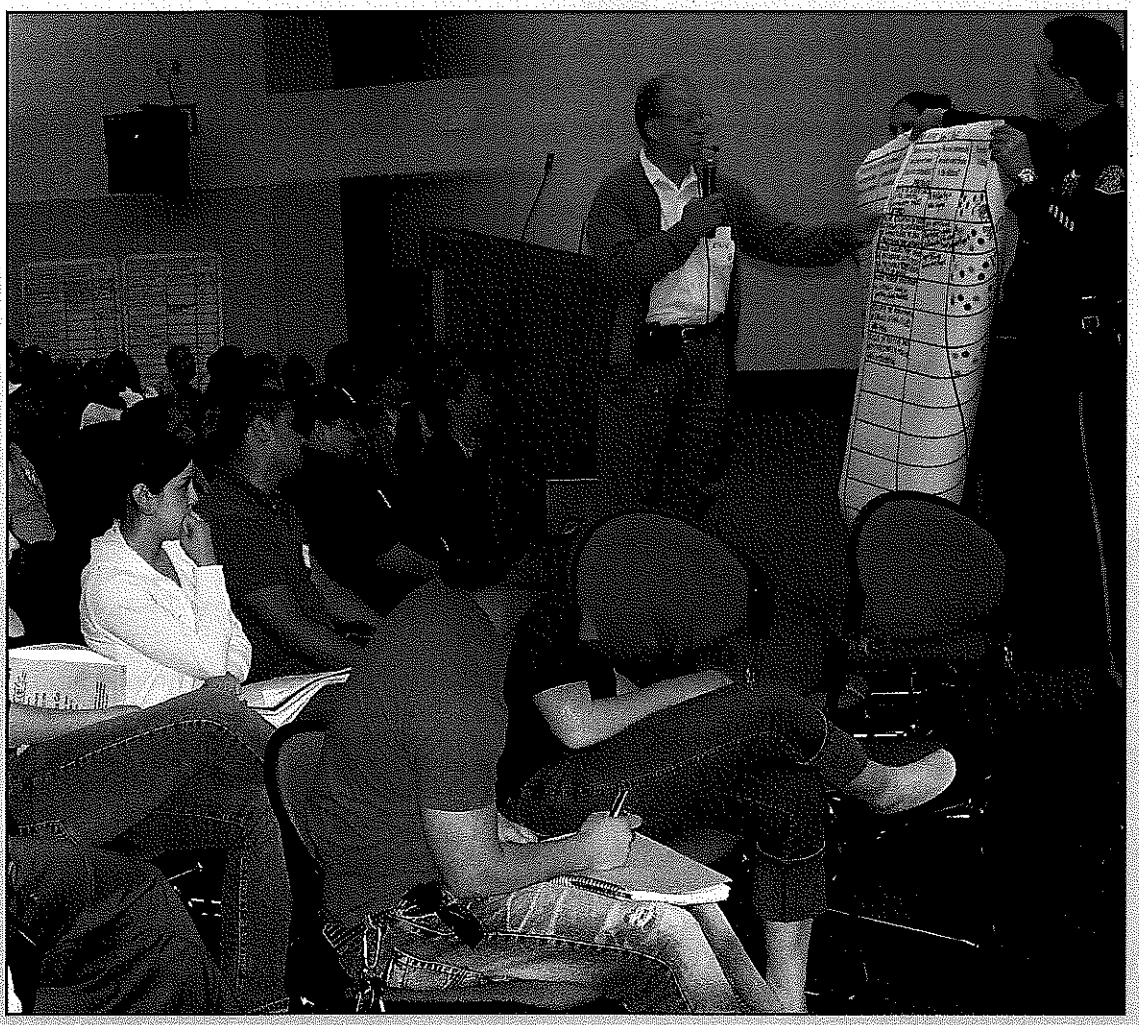
Strategic Goal 3

Implement a comprehensive capacity-building strategy to equip Task Force members, youth, families, and neighborhoods with the skills and resources necessary to reduce violence and anti-social behavior in the City of San Jose.



The MGPTF Technical Team builds and expands the capacity of its members to effectively redirect youth away from gangs and connect them to positive alternatives. In recognition of the significant influence of the home environment on the pro-social development of youth, the capacity of parents, families, and neighborhoods will be enhanced to compliment the MGPTF members in addressing violence and anti-social behavior in our communities.

Objectives:

1. Implement and enhance the "Gang Intervention Training Institute" aimed at building capacity and equipping MGPTF Technical Team members with the skills required to redirect youth from gangs. Invite other service providers from schools, after school programs, youth centers, libraries, and the community-at-large to build their capacity to work with gang involved youth.
    a. Identify "best practices" among MGPTF Technical Team Members and afford them the opportunity to "cross train" with their peers at monthly Technical Team Meetings.
    b. Build capacity of community and faith based service providers to address the cultural and gender-specific needs of youth and families.
    c. Develop and deploy training opportunities for teachers and school administrators to increase their capacity to intervene in the lives of gang involved and disconnected youth.
2. Develop and pilot a "Parent Awareness Training Institute" in conjunction with the Santa Clara County District Attorney's office (i.e., Parenting Project) and community partners.
3. Develop and implement a community summit through the Policy Team Community Engagement sub-committee.
4. Develop and pilot a youth component toward the goal of enhancing youth resiliency and teaching practical skills regarding how to cope with peer pressure, gangs, violence, and drugs/alcohol.
    a. Identify and incorporate strategies and tactics to meet the distinct developmental needs of female youth as well as their male counterparts.
    b. Engage youth as "Community Ambassadors" who will facilitate at least one peer workshop as a follow-up community service learning project at a school site, community center, church, or other venue in the City of San José.
    c. Formalize the participation of youth in developing community solutions and responses to violence and anti-social behavior.
    d. Engage youth in a discussion of recent trends and appropriate community responses.
5. Deploy parent training workshops in strategic locations including community centers, schools, churches, community based organizations, faith based organizations, and other accessible facilities. Incorporate opportunities for youth participants who have successfully completed programs to share their experiences and lessons learned through a leadership component.
    a. Gang Awareness

b. Accessing Youth Intervention Resources (i.e., Drug/alcohol, mental health, etc.)

c. Accessing community resources regarding workforce training and economic development

d. Domestic Violence Prevention/Intervention

e. Parents as "Youth Advocates"

f. Cultural Sensitivity/Awareness

6. Deploy early prevention and intervention workshops for youth in collaboration with schools, community based organizations, the City of San José Parks, Recreation & Neighborhood Services, the Police Department, and other community resources.

Indicators

Effort – What will we do? (Outputs)

1. 90% of MGPTF members will take part in the Gang Intervention Training Institute.
2. Assist schools, parents, neighborhoods, and other institutions to build capacity to reduce violence, bullying, and other anti-social behaviors.
3. Build capacity of our youth to cope with peer pressure, gangs, violence, drugs, alcohol, and other anti-social influences.
4. Multiple parent workshops provided each year in different languages.
5. Build capacity of our youth service providers to reduce the adverse impact of drugs and alcohol.

Effect – Are we better off because of our efforts? (Outcomes)

1. 70% of B.E.S.T.-funded service providers will build their capacity to work with gang-involved youth by participating in B.E.S.T.-funded services, professional development services, and cross-training opportunities.
2. Gang Intervention Training will be provided to other youth service providers who work with youth in schools, libraries, youth centers, etc.
3. Participants in parent trainings will indicate a 70% customer satisfaction rate with the trainings.
4. 70% of parents will indicate that they improved their skills and knowledge about youth and gangs, accessing youth intervention resources and how to advocate for their child due to their participation in the workshop.

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Strategic Goal 4

Enhance the citywide Crisis Prevention and Community Response Protocol to keep schools, community centers, and neighborhoods safe and accessible to youth.

The MGPTF Technical Team standardizes and implements a well-coordinated crisis prevention and response protocol aimed at keeping youth safe at schools, community centers, parks, and their neighborhoods. Of primary importance is the establishment of a multi-system protocol that defines clear lines of authority and direct lines of communication among the MGPTF Technical Team, schools, parents, law enforcement, the Strong Neighborhoods Initiative, the Neighborhood Development Center, emergency preparedness agencies, community-based organizations, community center staff, and community leaders. Through collaboration across these various stakeholder groups, the MGPTF will promote safety and the creation of spaces for youth and families to engage in pro-social activities.

Objectives:

1. Build a "Bank of Trust" between MGPTF members, youth, families, and neighborhoods to increase collaboration and active community policing.
    a. Pilot a Summer Safety Initiative that engages all youth at different stages of the continuum of care with an emphasis on gang-impacted and gang-involved youth.
    b. Redeploy Safe School Campus Initiative staff to parks and community centers located in "hot spots" in the City of San José.
    c. Implement "Block Parties" in collaboration with city departments and community partners.
    d. Deploy recreation activities (i.e., sports tournaments, youth field trips/outings, etc.) to foster youth development during the summer and evenings.
2. Explore opportunities to leverage community resources to extend the availability and accessibility of community centers, schools, churches, and other facilities during evenings, weekends, and summers.
    a. Engage faith based organizations to explore capacity and feasibility.
    b. Engage community based organizations to explore capacity and feasibility.
    c. Engage school districts to explore capacity and feasibility.
    d. Engage neighborhoods to explore capacity and feasibility.
3. Work with Strong Neighborhood Initiative and Neighborhood Development Center to engage neighborhoods in the City San José to generate a local response to local needs pertaining to issues of violence and anti-social behavior.
4. Continue to expand the existing Safe School Campus Initiative Crisis Response Strategy to include community centers.
5. Continue to develop and strengthen a Community Crisis Response Protocol to respond to incidents of violence and promote safety in neighborhoods.
    a. Develop and implement a Crisis Response Training module aimed at instructing MGPTF Technical Team members, schools, community center staff, hospitals, and community leaders in the activation and implementation of the crisis response protocol.
    b. Maintain open and direct lines of communication between schools, law enforcement,

community-based organizations, community center staff and community leaders in an effort to ensure effective implementation of the Crisis Response Strategy.

6. Strengthen and evaluate the coordination of street outreach activities across faith based organizations, community based organizations, and city departments.

Indicators

Effort – What will we do? (Outputs)

1. MGPTF will implement a Community Response Protocol for 90% of our schools and 90% of our youth and community centers.
2. Gang-related incidents of violence will be reported at the Technical Team meetings, and the Technical Team will implement action steps to resolve the incidents. Technical Team members will interview and visit all victims of violence in hospitals, homes, or schools to meet their needs, reduce retaliatory incidents, and prevent future incidences of violence. The MGPTF will track these incidents and their outcomes.
3. Organize a Safety Summit by Police Division with all the relevant stakeholders and partners.
4. Continue to build our capacity to work with all the diverse cultural groups that are a strength of the City.
5. Create safe spaces for youth to engage in pro-social developmental activities.
6. Continue to develop a community response protocol and corresponding trainings.

Effect – Are we better off because of our efforts? (Outcomes)

1. Participants in the Community Response, Code Red and Safety Trainings will indicate a 70% customer satisfaction rate with the trainings.
2. Over 70% of the Community Response and Code Red Trainings will indicate that participants have increased their knowledge and skills to keep youth safe.

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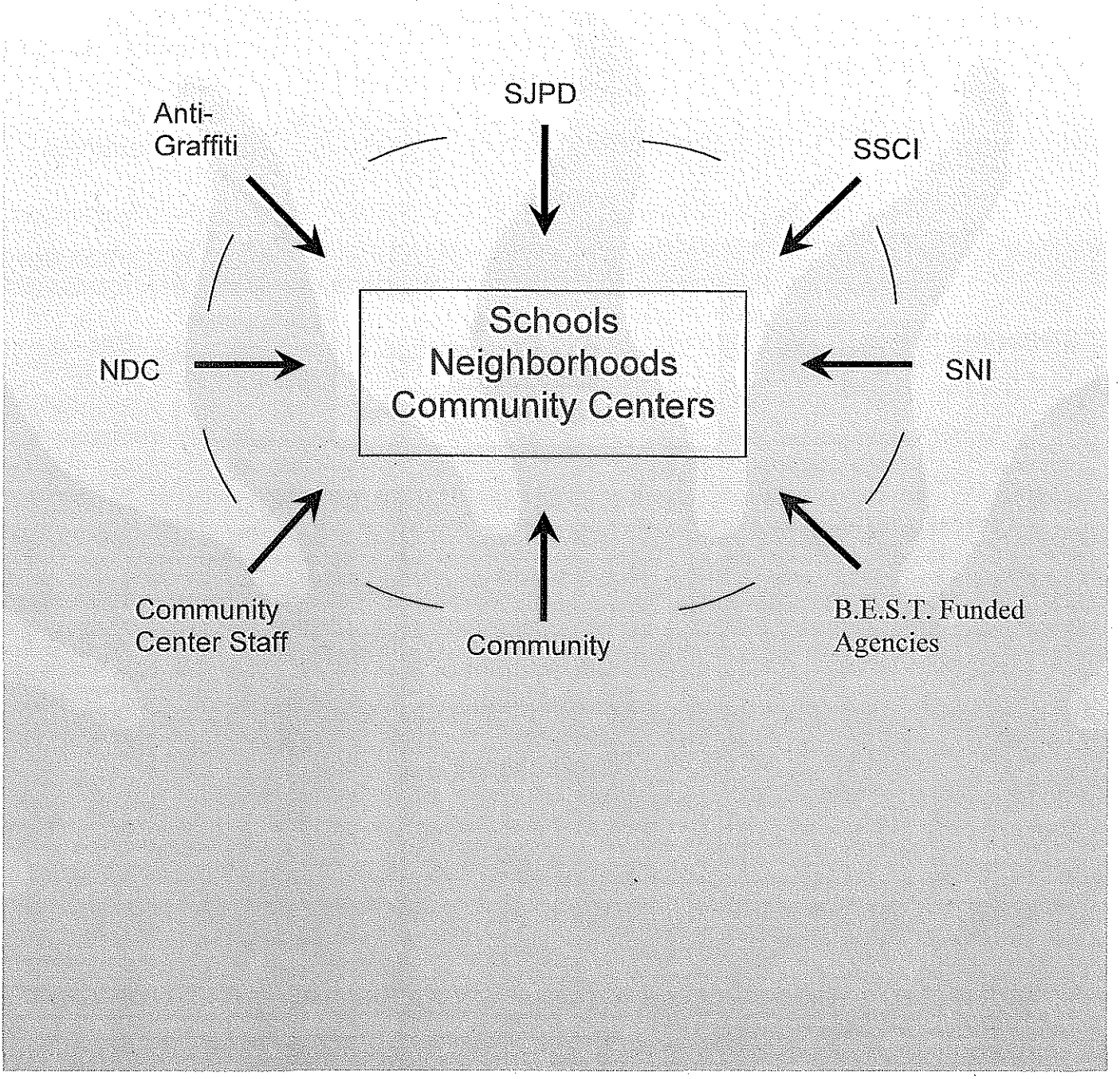
Community Response Protocol



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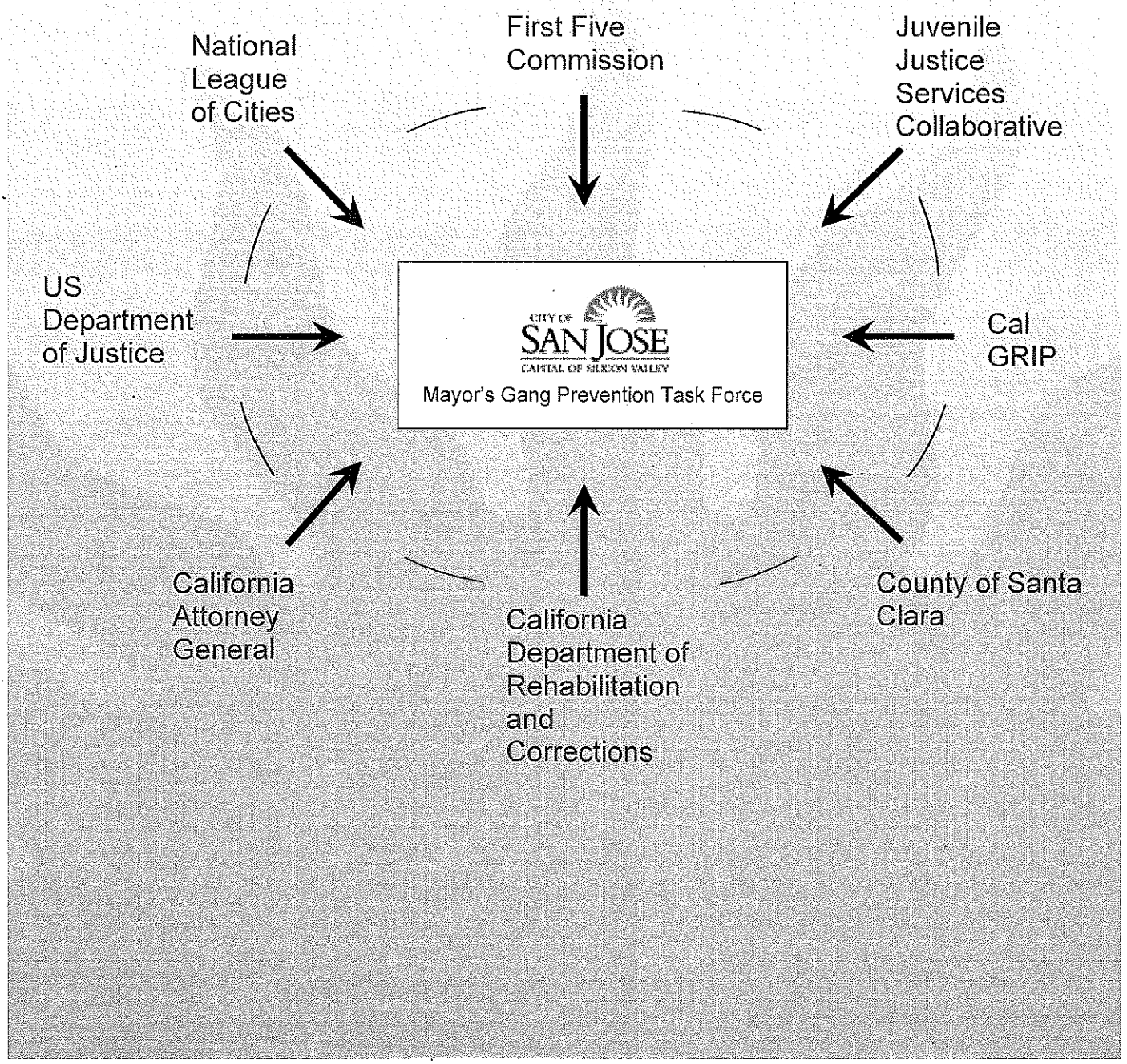
Strategic Goal 5

Leverage and coordinate the City of San Jose's MGPTF Continuum of Care Model with local, state, and national initiatives.



The MGPTF Technical Team creates a seamless intervention-based service delivery system, one that establishes a single point of contact so that families and providers can easily access services, resources and information. In light of the history of the MGPTF and lessons learned over the years, the City of San José will disseminate information regarding best practices and replicable strategies and tactics that have made the Continuum of Care model successful. The MGPTF Technical Team will align and coordinate the Strategic Work Plan with other similar plans and initiatives in order to gain local, state and national support, ensuring that San José youth remain safe and can achieve their fullest potential. Special emphasis will be placed on leveraging the collaborative nature of this effort and facilitating the creation of a fund development strategy aimed at increasing the financial resources required to support program enhancements and expansion.

Objectives:

1. Participate in the California 13 Cities Gang Prevention Network in conjunction with the National Council on Crime and Delinquency and the National League of Cities' Institute for Youth, Education, and Families.
2. Participate in the California Gang Reduction, Intervention, and Prevention Program (Cal GRIP).
3. Continue to identify and invite local, non San José B.E.S.T.-funded initiatives to serve on the MGPTF Technical Team (e.g., Work-2-Future, Foster Care, etc.).
    a. Establish a Workforce and Economic Development Sub-Committee within the MGPTF structure to explore innovative strategies to address the socio-economic factors that result in anti-social behavior among youth and families.
        i. Engage local community college districts to establish a referral mechanism for eligible students (i.e., youth, parents, guardians, etc.) to participate in workforce training programs.
        ii. Engage local and other business entities to identify future training needs and employment opportunities.
4. Coordinate a regional strategy with the Santa Clara County Department of Probation for the re-entry of formerly incarcerated youth to San José.
5. Create and implement a Fund Development Strategy that will generate $1,000,000 in non-city funding to support the City's Intervention Strategy.
6. Identify local, state, and national initiatives that support intervention-based programs and formalize linkages with them. Example: Santa Clara County's Juvenile Justice Systems Collaborative, United Way's Greater San José Alternative Education Collaborative, Strong Neighborhoods Initiative, School City Collaborative, Work-2-Future, State of California's Office of the Attorney General, Family/Domestic Violence Advisory Board, and the National League of Cities Disconnected Youth Initiative.
7. Coordinate and leverage all City-funded, intervention-focused programs through the MGPTF Technical Team network.

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Indicators

Effort – What will we do? (Outputs)

1. Track the involvement of MGPTF members in each of the local, state, and national initiatives.
2. MGPTF members will refer disconnected youth to the local youth intervention services.
3. MGPTF will actively work together to raise funds from public and private sources to meet its goals.
4. The MGPTF will track the number of responses to requests for proposals.
5. Continue to work to insure the successful transition of youth out of foster care and out of incarceration.
6. Continue to coordinate efforts with other local agencies in the County of Santa Clara.
7. Continue to participate in the California 13 Cities Gang Prevention Network.
8. Continue to assist other cities and communities in addressing gang problems through the development of their own continuum of services and gang prevention networks.
9. Continue to assist Santa Clara County's Juvenile Justice Services Collaborative (formerly Juvenile Detention Reform) to fund and develop alternatives to incarceration.

Effect – Are we better off because of our efforts? (Outcomes)

1. The number of youth referred to local intervention services will be tracked.
2. MGPTF members will report on the effect of the Juvenile Justice Services Collaborative at MGPTF meetings twice a year.
3. Document the cooperation of the MGPTF strategy with other local, state, and national initiatives.

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Results

MGPTF uses population results as an indicator for measuring our communities' general well-being. The MGPTF and its members, along with the efforts of other community partners, influence these population results. The MGPTF and its members do not use population results to evaluate any individual program; they use the results to help focus community resources on improving these conditions for the youth of San José. The MGPTF has used the following population result indicators in previous years:

San José schools will:

1. Continue to improve their Academic Performance Index (API).
2. Continue to reduce their dropout rate.
3. Continue to improve their high school graduation rate.
4. Increase the number of youth enrolled in alternative school.

The City of San José will work with the County of Santa Clara to:

1. Continue to reduce the juvenile violent crime rate.
2. Continue to reduce Juvenile Hall admissions.
3. Continue to reduce the number of youth sent to the California Department of Corrections and Rehabilitation Division of Juvenile Justice (formerly known as California Youth Authority).
4. Reduce the number of ranch escapes and failures.
5. Reduce the number of youth self-declaring they are members of a gang.

San José Police Department will work with the MGPTF to develop other population indicators they can use to measure long-term results.

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Attachment A

San José B.E.S.T. (Bringing Everyone's Strengths Together)

Performance Logic Model Evaluation System

The B.E.S.T. Evaluation System is a synthesis of Mark Friedman's Results and Performance Accountability evaluation technique and the Theory of Change Logic Model evaluation technique. The fusion of the two systems allows for a functional and ongoing evaluation system well-suited for B.E.S.T. Mark Friedman, Director of the Fiscal Policy Studies Institute, points out that: "The Results and Performance Accountability and the Logic Model methods can be seen as complementary, not contradictory, approaches to evaluation."

Results and Performance Accountability

Mark Friedman explains the principles of a Results and Performance Accountability system as a way to hold programs and agencies accountable for performance. Mark Friedman gives the reason for performance accountability:

> *"Why bother with results and performance accountability? Trying hard is not good enough. We need to be able to show results to taxpayers and voters. Avoid the thousand-pages-of-useless-paper versions of performance measurement."*

Theory of Change Logic Model

The B.E.S.T. Evaluation System also incorporates the latest research and recommendations of researchers and evaluators that call for a "Theory of Change Logic Model" approach to evaluation designs (J.P. Connell, A.C. Kubisch, L.B. Schorr, C.H. Weiss).

All of the B.E.S.T. Service Providers have incorporated the United Way of America recommended logic model system of evaluation into their own B.E.S.T. evaluations.

Lisbeth Schorr's Theory of Change

A description of this "Theory of Change Logic Model" research is contained in Lisbeth Schorr's recently published research entitled *Common Purpose — Strengthening Families and Neighborhoods to Rebuild America* (Schorr 1997). In her book, Schorr discusses the issues involved in applying experimental research designs to complex, multiple outcome and community-based projects. Schorr points out that because experimental designs can only study variables that are easily quantifiable, complex community-based interventions tend to be ignored or short-changed. Schorr calls for a theory-based logic model outcome evaluation. "By combining outcome measures with an understanding of the process that produced the outcome," states Schorr, "theory-based evaluations can shed light on both the extent of impact and how the change occurred." Lisbeth Schorr documents numerous examples of research and evaluation studies using new evaluation methods that allow social scientists to observe more complex and promising programs. Schorr challenges evaluators to put less emphasis on elegant and precise statistical manipulation and more emphasis on usable knowledge. This usable knowledge will serve as critical information for B.E.S.T. to render thoughtful budget and policy direction, as well as continuous improvement strategies.

The B.E.S.T. Performance Logic Model Evaluation System is an integration of the Logic Model and Mark Friedman's Results and Performance Accountability. The B.E.S.T. Evaluation Team continues to work with B.E.S.T. grantees to design and implement this integrated evaluation system. The components of the B.E.S.T. Evaluation System are:

Performance Measures are divided into three categories in the B.E.S.T. Evaluation System: Effort, Effect, and Results.

Effort

Effort refers to the amount of work the B.E.S.T. service providers performed for their customers.

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Inputs are the resources (staff, volunteers, facilities, equipment, curricula, and money) used to carry out the B.E.S.T. programs.

Strategies and Activities refer to how B.E.S.T. grantees actually spent time with their customers and what methods or approaches were used. The evaluation answers the following questions:

- Who were the staff providing the service?
- Who were our customers?
- What service strategies did we conduct?

Output data answer the questions:

- How much service did we provide?
- How much did the services cost to deliver?

Effect

The Effect of B.E.S.T.-funded services is determined by answering the following two questions:

- Were customers satisfied with our services?
- How productive were we in building new youth developmental assets and new knowledge, skills, and/or change in attitudes in our customers? Are our youth and communities better off because of our services?

Results

Population Results are about improvements to the whole population of youth in San José. Population results are not about specific programs or B.E.S.T. agencies, but rather, those results that are community-wide. Generally, these are the outcomes that voters and taxpayers can understand. Other service partners, like school districts, community-based organizations, faith-based organizations, businesses, and city and county governments influence these results. These population results are also influenced by social and economic factors. The B.E.S.T. Evaluation System does not try to determine who or what caused these results to improve or get worse. Instead, the system relies on the logic that perhaps positive changes resulted, in part, from B.E.S.T. programs. If there is no positive change then it is logical to ask why we are expending funds for B.E.S.T. For this year's beta test of the evaluation system, school success and juvenile crime indicators were used for population results.

Indicators are measures that answer the question, "How would we recognize these results in measurable terms if we fell over them?" This year's indicators were as follows:

- Number of San José high school graduates;
- Number of San José high school graduates eligible for University of California or California State University admissions;
- Number of San José school dropouts from the prior year – grades 9th through 12th;
- Number of juvenile felony arrests;
- Number of gang related incidents;
- Number of violent juvenile hall referrals and citations;
- Number of youth sent to the California Youth Authority;
- Number of youth incarcerated in Santa Clara County juvenile facilities.

Theory

Theory is the logic or reasoning behind the strategies and activities of the program. Theory also explains how these activities have an impact on the general population results and indicators. The B.E.S.T. Evaluation System relies on the accepted theory of child and youth developmental assets.

Since 1993, the B.E.S.T. Program has pioneered the use of youth developmental assets as a framework for evaluating services.

The B.E.S.T. and MGPTF have also used the theory and research of Mark Friedman, Ted Gaebler, Mark Moore, David Osborne, and Lisbeth Schorr to build a theory of change.

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A Word of Acknowledgement

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Albert Balagso – Director

Julie Edmond-Mares – Assistant Director

Angel Rios, Jr. – Deputy Director

Dan Wax – Program Manager

Mario Maciel – Superintendent

Esther Mota – Community Services Supervisor

Joe Mosley – Community Services Supervisor

Philip Solis – Recreation Specialist

The following individuals served on the Review Committee for the Strategic Work Plan:

Melanie Jimenez – Office of Mayor Chuck Reed

Robert L. Davis – Chief of Police

Cora Tomalinas – Community Engagement, P.A.C.T.

Norberto Duenas – School Safety, Deputy City Manager

Mariel Caballero – Interagency Collaboration, Office of Supervisor Blanca Alvarado

Telina Martinez – Technical Team, Fresh Lifelines for Youth

Eve Castellanos – City Manager's Office

Peter T. Ellis, Ph.D. – Community Crime Prevention Associates

Rachel Camacho – Community Crime Prevention Associates

Marco Antonio Cruz – Community Crime Prevention Associates

Thank you to the community of the City of San José for responding to the invitation to participate and for your support throughout the process. The individual contributors and community partners who participated in the development of the strategic work plan are far too numerous to acknowledge individually given the limited space available in this document. Nonetheless, without their participation, we could not have realized the goal of charting the course for the MGPTF for 2008-2011. We extend a heartfelt thanks to each of you for your service to the community and the City of San José

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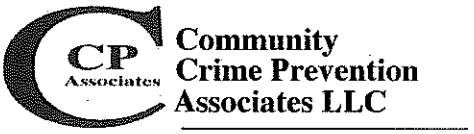
Prepared by:



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