

# South Coast Task Force on Youth Gangs



## **MISSION 2020**

**SUMMARY OF INTERVIEWS  
RECOMMENDATIONS  
AND  
WORK PLANS**

**DECEMBER 2015**

# South Coast Task Force on Youth Gangs

*c/o Community Action Commission of Santa Barbara County*

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December 11, 2015

## Council

Pamela Antil  
Claudia Armann  
Terry Hickey Banks  
Bill Brown  
Salud Carbajal  
Gregg Carty  
Paul Casey  
David Cash  
William Cirone  
Al Clark  
Jon Clark  
Devin Drake  
Joyce Dudley  
Dave Durlinger  
Fran Forman  
Arthur Garcia  
Michelle Greene  
Pat Hardy  
Monique Limon  
Cristina Lopez  
Raquel Lopez  
Mark Leufkens  
Gerardo Menchaca  
Micheline Miglis  
Kristen Miller  
Mona Miyasato  
Marcy Montaño  
Richard Muñoz  
Paula Perotte  
Guadalupe Rabago  
Al Rodriguez  
Camerino Sanchez  
Helene Schneider  
Jill Sharkey  
Lizet Soto  
Ed Stonefelt  
Luis Villegas  
Janet Wolf  
Marsha Wright

## Staff

Fran Forman  
Tracy Lang Wood  
Saul Serrano

Dear South Coast Task Force on Youth Gangs member,

### SCTFYG SUMMARY OF INTERVIEWS, RECOMMENDATIONS AND WORK PLANS

The foundation for the South Coast Task Force on Youth Gangs began in 2008 with a series of stakeholder meetings that led to the structure that we have today. Since that time there have been many changes and accomplishments. With the hope of staying current the SCTFYG Strategy Team launched "Mission 2020" to revisit and update our guiding principles and mission statement.

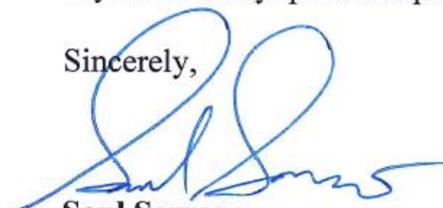
To help us with Mission 2020 we retained the services of a consultant. From June – August 2015, our consultant conducted 34 individual interviews with a cross section of stakeholders to solicit their input. The feedback was included in a report, which was presented to the Strategy Team at their planning retreat last October. The stakeholder feedback was used by the Strategy Team to develop and adopt work plans and develop policy recommendations that will be presented to the Task Force at your next meeting, Wednesday, January 13, 2016.

You are receiving this report well ahead of our meeting to give you at least 30 days to be able to review it. The report includes stakeholder's feedback, Strategy Team work plan initiatives, and recommendations for policy changes. At the January meeting we have a lot of material to cover in only two hours. We will be able to complete the work in the time allotted only if you're all well versed with the content of the report and are able to consider the recommendations in advance.

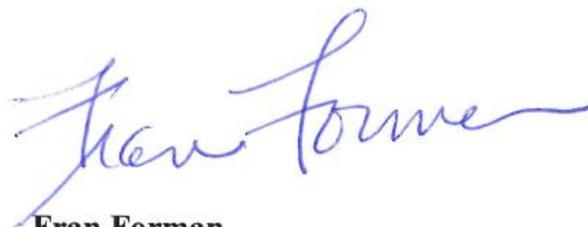
Our consultant will facilitate our January Task Force meeting. The first part of the meeting will include an overview of the interview findings and brief presentations on the work plan initiatives adopted by the Strategy Team. The remainder of the time will be dedicated to consider the recommendations for policy changes.

If you have any questions please call us.

Sincerely,



**Saul Serrano**  
Coordinator  
South Coast Task Force on Youth Gangs



**Fran Forman**  
Executive Director  
Community Action Commission

Attachment: SCTFYG Summary of Interviews, Recommendations and Work Plans

## Abbreviations

ADMHS	Santa Barbara County Alcohol, Drug & Mental Health Services
BSCC	Board of State and Community Corrections
CAC	Community Action Commission
CADA	Council on Alcoholism and Drug Abuse
CalGRIP	California Gang Reduction, Intervention, and Prevention Program
CalGRIP I	FY 2008/2009 California Gang Reduction, Intervention, and Prevention Program
CalGRIP II	FY 2010/2011 California Gang Reduction, Intervention, and Prevention Program
Cal PREP	California Personal Responsibility Educational Program
Cal SOAP	California Student Opportunity and Access Program
CBO	Community Based Organization
Coordinator	Task Force Coordinator
CUSD	Carpinteria Unified School District
GREAT	Gang Reduction Education and Training Program
GTC	Probation Gang Terms and Conditions
MOU	Memorandum of Understanding
PAL	Police Activities League
Probation	Santa Barbara County Probation Department
Prop 47	California Proposition 47
RA	Restorative Approaches in School Discipline
SBCC	Santa Barbara City College
SBPD	Santa Barbara Police Department
SBUSD	Santa Barbara Unified School District
SCTFYG	South Coast Task Force on Youth Gangs
Sheriff	Santa Barbara County Sheriff's Department
SWOT	Strengths, Weaknesses, Opportunities, Threats
Task Force	South Coast Task Force on Youth Gangs
UCSB	University of California, Santa Barbara
YOBG	Youth Offender Block Grant
MBK	My Brothers' (and Sisters') Keeper

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South Coast Task Force on Youth Gangs  
**SUMMARY OF INTERVIEWS, RECOMMENDATIONS,  
AND WORK PLANS**

November 5, 2015

**BACKGROUND**

The foundation for the South Coast Task Force on Youth Gangs (Task Force) began in 2008, with a series of stakeholder meetings that led to the structure that is in place today. Since that time there have been many changes and accomplishments. With the hope of staying current the Strategy Team launched “Mission 2020,” an effort to update the mission and vision statements and the corresponding guiding principles and work plans to guide the Task Force through the next five years.

The South Coast Task Force on Youth Gangs Strategy Team retained a consultant to:

- Find out what the members of the South Coast Task Force on Youth Gangs (Task Force) considered to be key accomplishments by the Task Force and its partners in the past five years
- Identify conditions that Task Force members have seen change since the Task Force was established
- Outline areas where improvements could be made
- Identify possible modification to the Mission, Vision and Guiding Principles
- Develop key goals and objectives for the next five years

From June 16 through August 27, 2015, the consultant met with 34 individuals from different organizations to assess their perspective on where the Task Force is and where it should focus in the next five years.

Persons interviewed included 5-educators, 7-administrators, 6-elected officials, 8-law enforcement officials, and 6-counselors and program operators. The persons interviewed included:

- Mayors and Council Members from the cities of Santa Barbara, Goleta, and Carpinteria
- Members from the County Board of Supervisors
- Sherriff and Officers from Santa Barbara County
- Sheriff Officers providing police services to cities of Goleta and Carpinteria
- Chief of Police and Officers from the City of Santa Barbara
- Superintendents and Administrators from Santa Barbara and Carpinteria School Districts
- Administrators and Managers from the County of Santa Barbara and the cities of Santa Barbara, Goleta and Carpinteria
- CEO of a philanthropic organization
- Administrators, counselors and board members representing service providers
- All of the members of the Strategy Team

To maintain the confidentiality of the person making the comments, and yet be able to identify the professional category from which they came, the comments from the 34 interviews have been color coded as follows:

- EDUCATORS
- ADMINISTRATORS
- ELECTED OFFICIALS
- LAW ENFORCEMENT
- PROGRAM OPERATORS

The interviews were summarized into categorical areas. The “/” marks next to a comment denotes the frequency of a similar comment by more than one person.

## **SECTION 1**

Recognizing that no single agency is responsible for success and that at the end of the day it is about a collective effort, Section 1 reflects accomplishments by both the Task Force and by its partners independently.

As a “convener,” the Task Force has facilitated dialogue and action in a variety of issues focusing on gangs and youth violence. Consequently, the Task Force has been instrumental in helping to break down silos and coordinate efforts to leverage resources. *“The Goal of bringing agencies to the table to work together has been met.”* This “convening” accomplishment is widely recognized by many as a major achievement.

Some accomplishments by others where the foundation of the work can be traced back to the brainstorming sessions that led to the establishment of the Task Force. These accomplishments are reflected in the comments.

## **SECTION 2**

Section 2 reflects perspectives on what has changed from when discussions started in 2007 and when the Task Force was established. There is total agreement that gang activity and related problems are significantly down when compared to 2007. Today, youth gang issues are no longer a focus in the news.

## **SECTIONS 3 and 4**

Section 3 covers what the Task Force and its partners could do better. Section 4 in turn covers work Task Force Members would like to accomplish in the next five years. Not surprisingly, there is some redundancy in these sections. In fact, the restatement or variation of the thought is good because it accentuates what Task Force Members would like to see done. The comments in these sections are best read as a unit. Additionally, the comments in Sections 3 and 4 are the foundation for the recommendation and operational and administrative work plans herein.

## **SECTION 5**

Section 5 covers proposed changes to the Mission and Vision Statements and the Guiding Principles.

Key changes to the Mission and Vision Statements focus on the elimination of redundancy and the need to shift from an intervention to a prevention strategy.

The Guiding Principles were generally perceived to have withstood the test of time but could be improved by making them more active and changing the emphasis from intervention to prevention.

## RECOMMENDATIONS AND WORK PLANS

### **A. STRATEGY TEAM RECOMMENDATIONS**

### **B. STRATEGY TEAM WORK PLANS**

### **C. COORDINATOR'S WORK PLAN**

The feedback from the interviews is the foundation for the Strategy Team recommendations, including the proposed changes to the Mission and Vision Statements and Guiding Principles and the corresponding work plans for the Strategy Team and the Task Force Coordinator included in this report.

#### **ABOUT THE CONSULTANT:**

Marcelo López is a former Assistant City Administrator with the City of Santa Barbara. Mr. López has over 40 years of experience in city and county management, and state and federal programs. While working in the City Administrator's Office in the City of Santa Barbara, Mr. López served as the lead facilitator with the founding stakeholders who produced the original guiding principles and mission statement that led to the establishment of the Task Force. He was also a member of the South Coast Task Force on Youth Gangs from 2008 to 2013. He is well versed in our work. Mr. López can be contacted by phone at 805.570.2768 or via email at [mlopezsb@gmail.com](mailto:mlopezsb@gmail.com).

# South Coast Task Force on Youth Gangs Sections 1-5 Summary of Interviews

## 1. TASK FORCE AND PARTNERS COLLECTIVE ACCOMPLISHMENTS

### SUMMARY:

- CREATED A TASK FORCE STRUCTURE THAT BROUGHT MANY KEY PLAYERS TO THE TABLE
- EXPANDED NETWORKING
- BENEFITTED FROM A COLLECTIVE EFFORT
- CREATED A STRUCTURE THAT IS A GREAT RESOURCE WHEN APPLYING FOR GRANTS
- APPOINTED SAUL SERRANO
- FOUND A GOOD HOST AGENCY WITH CAC
- ESTABLISHED A PRODUCTIVE STRATEGY TEAM
- DEVELOPED EXCELLENT PROGRAMS
- SECURED CaGRIP FUNDS
- ESTABLISHED A SERVICE PROVIDER GROUP
- COUNTING ON TOP LEVEL LEADERSHIP INVOLVEMENT
- BENEFITING SANTA BARBARA SCHOOL DISTRICT
- CONDUCTING PROGRAM EVALUATION
- WORKING TO ESTABLISH A DATA SHARING SYSTEM
- MAINTAINING A COMMITMENT TO THE MISSION AND GUIDING PRINCIPLES
- PARTNERING WITH SIMILAR ORGANIZATIONS
- PROVIDING PROGRAM UPDATES AT PUBLIC MEETING
- CONDUCTING GREAT TASK FORCE MEETINGS
- THERE IS NO EVIDENCE THAT ANYTHING HAS BEEN ACCOMPLISHED

- **CREATED A GREAT TASK FORCE STRUCTURE** - a structure that has brought many key players to the table
  - *//// // The Goal of bringing agencies to the table to work together has been met – The partnership in and of itself*
    - *//// // Key players, agencies and high level representatives are still at the table; we still count on the support from high level elected official – people from many disciplines continue working together*
    - *//// // We would have never connected with many of the people around the table were it not for the Task Force*
    - *//// // Bringing together different entities and people who serve and provide services to youth is a great accomplishment*
    - *The Task Force has fulfilled its mission of being a convener – that is evident by its membership*
    - *Better communication, coordination and partnership among agencies – the evidence of coordination is clear*
    - *Sitting down and talking about the problem of youth violence was urgently needed*





- Collaboration has been facilitated because we now know each other and frequently meet
      - Quick response - with a simple call or email we have the ability to sign MOUs within 24 hours
      - The Task Force structure and partner members are required for many grants
    - Task Force is an example of excellent collaboration - People from many disciplines working together
      - //// //// //// Unified vision – decreased gang involvement by improving the lives of our youth
        - We all have a common goal - We knew from the beginning that we could not solve all of the problems and wisely chose to focus on the problem at hand
          - Youth involved in gangs and gang violence
          - Youth at risk of becoming involved in gangs
          - Task Force case managers have made an impact on assistance, referrals, client specific services
      - //// //// Opportunities for success have increased
        - Allowed us to meet quarterly with all agencies
        - Shared ideas on what worked
        - Bringing together the community in summits
        - Bringing together the providers in a provider network
        - Starting to bridge institutions and nonprofits/grassroots
- **APPOINTING SAUL SERRANO - //// ////** Appointing Saul to coordinate the work of the Task Force was an excellent decision
  - An open minded listener
  - Works hard to put things together
  - Organized, Trusted, Capable
  - Dedicated and passionate
  - Has credibility with clients and partners
  - Has done a good job replacing the first coordinator
  - Has a great approach and a lot of potential
  - Is a genuine person
- **FOUND A GOOD HOST AGENCY WITH CAC ////**
  - Cost effective – direct costs have been significantly reduced by not having to start a new organization – this model should be considered with other regional efforts to
  - Good fiscal agent
  - A countywide agency that is politically neutral and not a barrier
  - Enables funds to be handled by a CBO vs. government agencies
- **ESTABLISHED A PRODUCTIVE STRATEGY TEAM - //// //// //** that meets and acts on issues and strategies between the quarterly meetings
  - Develops quarterly meeting agendas and initiatives
  - Works closely with Task Force staff and service providers
  - Promotes real time linkages and coordination
  - Great ideas are coming forward and issues of concern are regularly reviewed
    - Racial conflicts at a high school were discussed and options were developed to intervene – this was a successful effort
    - Drills down on key issues – rumors, potential conflicts in the schools, neighborhoods or among groups

- Launches and oversees new strategies
- Current representatives include:
  - Frann Wageneck – SB School District
  - Barnaby L. Gloger, Carpinteria School District
  - Dave Valadez - City of Goleta/Sherriff
  - Jill Sharkey, Ph.D. – UCSB
  - Adrian Gutierrez, SB Police Department (SBPD)
  - Steve DeLira – County Probation
  - Bryan Kerr – PAL/SBPD
  - Fran Forman – Community Action Commission (CAC)
  - Mark Alvarado – Santa Barbara City Parks and Recreation
  - Tracy Lang Wood – CalGRIP/CAC
  - Lt. Craig Bonner – Sheriff Department
  - Pam Antil – City of Santa Barbara
  - Bryan Jensen – Investigative Division/ Youth Services SBPD
  - Saul Serrano – Task Force Coordinator, SCTFYG
- **DEVELOPED EXCELLENT PROGRAMS - ///// ///// ///// ///// ///**
  - Intensive Client specific case management - Each client plan is designed around the individually assessed specific needs of each client
  - Meaningful mentoring through case management from Latinos and Latinas who understand and look like them
  - Los Compadres and Las Comadres – targeting male and females with gang terms and conditions, substance abuse, educational deficiencies and other risk factors – “Joven” Noble and “Xinatchli”
  - **CalGRIP**
    - **Substance Abuse and Access to Treatment**
    - **Educational Support**
    - **Educational Learning Experiences**
    - **In School Gang Prevention**
    - **Employment Skills Training**
    - **Parent Support**
  - Health Reproductive – CalPREP – Cuidate
  - Outreach Coordinators – Ismael Huerta and Melissa Garcia are working and mentoring youth referred to them by teachers and counselors at SB/Goleta schools - together they have a caseload of 150+ at Santa Barbara, La Cumbre and Goleta Valley Junior High Schools and Santa Barbara, Dos Pueblos and San Marcos High Schools
  - La Cuesta Alternative Schools, Alta Vista Independent Study and Quetzal Programs at West Side Neighborhood Center and new east side campus on Milpas at SB School District - - La Cuesta and Quetzal Students Immersed in Production, Sales, and Marketing
  - Council on Alcohol and Drug Abuse – CADA
  - Casa de la Raza
  - Conflict Solution Center
  - Alternatives to Violence Project
  - New Lives Program
  - SB City of Neighborhood and Recreational Programs
  - SB City Parks and Recreation Department youth apprenticeship and jobs program
  - **Restorative policing by SBPD**
  - **Spanish radio outreach by PD**
  - **Spanish speaking PD Citizen Academy**

- Police Activity League – PAL
- County of Santa Probation Department
- Alternative Report and Resource Center - Probation
- Los Prietos Boys Camp
- Freedom 4Youth – an exit program for Los Prietos Boys Camp Youth
- Los Prietos Boys Camp – Youth Offender Block Grant Bridges 2Recovery
- Drama Kings
- Moral Reconation Therapy - Probation
- County of Santa Barbara reprographics work experience program for Los Prietos Camp Youth
- District Attorney Truancy Program
- County of Santa Barbara Jobs Programs
- Youth Interactive Technology, Entrepreneurship and Art
- Mental health services in Carpinteria Schools
- Wrap around services that are being provided by the County Department of Social Services under the leadership of Barbara Finch
- County and City of Santa Barbara School Resource Officers at Carpinteria, Dos Pueblos, San Marcos & Santa Barbara High Schools
- All For One
- YStrive
- Palabra
- After school programs at Santa Barbara Schools
- School District/City of SB partnership on after school programs
- Boys and Girl Clubs
- Girls Inc.
- Life In Focus Education
- Educational Opportunity Program – SBCC
- Cal SOAP
- Carpinteria Camp Cares for Youth
- Carpinteria based Arts Program that covers the south coast
- **SECURED \$3,000,155 IN CaIGRIP FUNDS FOR SOUTH COAST SERVICES -**  
 //// //// //// A successful track record of leveraging grant funds year after year – a better rate than other cities in the state with a comparable population
- **ESTABLISHED A SERVICE PROVIDER GROUP -** //// //// // Creation of and coordination with Service Provider Group
  - Barbara Finch did amazing work to bring service providers together
    - Volunteered for six months
    - Developed goals and objectives (review and include)
    - Attended the summits
    - She would be an excellent addition to the Strategy Team
  - Organizing the service providers is very important
- **COUNTING ON TOP LEVEL LEADERSHIP INVOLVEMENT -** //// //// We have maintained a regional focus and partnership under the leadership of Mayor Schneider and Supervisors Carbajal and Wolf whom serve as co-chairs – Their roles should not be understated because they have maintained their presence and commitment to the effort – This has been a critical part of keeping key other agencies and key players at the table.
- **BENEFITING SANTA BARBARA SCHOOL DISTRICT -** For the SB District, the Task Force has:
  - OPENED COMMUNICATIONS - Provided an opportunity to have a focused conversation with community stakeholders about youth in gangs – initially a negative condition with a now positive outcome

- Demonstrated that there are a lot of people – adults, community leaders, school officials and others - who care about young people and their well being
    - Cultivated our relationship with law enforcement – the relationship with SBPD is excellent
  - RESTORATIVE JUSTICE - /// Santa Barbara Schools District has implemented a restorative justice approach in their schools
  - FOCUSING ON THE ACHIEVEMENT GAP - Making systemic changes to help Latino students traditionally left behind
  - ALTERNATIVE SCHOOLS - // Transition of El Puente from County Schools to SB Unified School District – Task Force Coordinator worked with SB School District to help transition services and resources – this was accomplished surprisingly fast because dialogue and coordination was already established. As a result, SB School District was able to fill the void created by the closure.
  - AFTER SCHOOL PROGRAMS - // Transferred City of SB after school programs to be managed by the schools
    - Tripled after school programs
    - Back to high year 2000 participation levels vs. the ongoing decline in participation - Keeping youth involved in programs, in the schools and off the streets
  - PROGRAM ACCOUNTABILITY AND EVALUATION - Provided an opportunity to have a focused discussion on the need to have data driven programs and intervention
    - UCSB’s Dr. Jill Sharkey has been a strong leader in this area and deserves a lot of credit
    - Although some will argue that the data is good or bad it is important that we’re now having that discussion – which is an indication of progress
- **CONDUCTING PROGRAM EVALUATION** - ///// ///// ///// / Added a program evaluation component designed by UCSB. Evidence based programs and practices are becoming the norm.
  - Jill Sharkey
    - An excellent Task Force contributor and partner
    - Helping us to catch-up on program evaluation
    - Her participation is a must
  - The Task Force has brought attention to the importance of program evaluation and is making strides to institutionalize performance and evidenced based programs
    - Programs like CalGRIP require it
    - Our partnership with UCSB is helping us to advance the discussion and expand into other areas
    - If we evaluate we can improve programs
  - Baseline data is being compiled
  - Validation of meeting performance goals and outcomes has become the foundation for competing for and receiving funding
  - On track to “validate” programs to determine what is working and what is not
  - The Bower Foundation has commissioned program evaluation studies
  - CalGRIP requires that 10% of grant funds be used to evaluate program outcomes – Due March 2016
  - County Probation Department has commissioned its own program evaluation efforts

- **WORKING TO IMPROVE DATA SHARING** - // Access to data bases has allowed us to evaluate client needs and design programs and services
  - Schools and service providers are sharing information and data bases with UCSB researches to evaluate strategies and design programs
  - We still need to find ways to breakdown policies that prevent data sharing which would help improve services to clients, especially when multiple agencies are involved
  - We still have a lot of work to do in this area – we need commitment to get it done
- **MAINTAINING A COMMITMENT TO THE MISSION AND GUIDING PRINCIPLES** - // // Task Force members continue to be committed
  - Focus on youth with gang terms and conditions or at risk of becoming
  - Client specific services
  - Regional coordination
  - Risk takers focused on our objective
- **PARTNERING WITH SIMILAR ORGANIZATIONS** - // Partnering with similar organizations statewide
  - California Cities Violence Prevention Center
  - Regional groups
- **PROVIDING PROGRAM UPDATES AT PUBLIC MEETINGS**- // //Updates from program operators and law enforcement are excellent
- **CONDUCTING GOOD TASK FORCE MEETINGS** - Meetings are great – particularly when programs are featured
  - This gives the Task Force an opportunity to learn about what is out there and what may be missing
  - It also helps us to understand how to link others
- **THERE IS NO EVIDENCE THAT ANYTHING HAS BEEN ACCOMPLISHED**
  - Task Force pats itself on the back for doing work they are not doing – lots of power in the room but they are not doing anything
  - No Youth or Family Representative for many years
  - The Youth on the Task Force is not even from Santa Barbara – he is from Lompoc and not involved in gangs – (Note: this is not factually correct)
  - Task Force is not accountable – it needs to be
  - Drama Kings told their stories but nobody has followed up on them

## 2. WHAT HAS CHANGED FROM WHEN WE STARTED?

### SUMMARY:

- AN UPSWING IN MENTAL HEALTH ISSUES AND SUBSTANCE ABUSE
- GANG ACTIVITY AND RELATED ISSUES ARE SIGNIFICANTLY DOWN WHEN COMPARED TO 2007
- FEWER OR NO NEIGHBORHOOD AND BUSINESS COMPLAINTS RE: GANGS
- DROP IN PROBATION REFERRALS AND GANG TERMS AND CONDITIONS
- A NEED TO SHIFT FROM INTERVENTION TO PREVENTION
- AN EFFECTIVE AND WELL COORDINATED LAW ENFORCEMENT
- CREATION OF SERVICE PROVIDER GROUP
- NEW STRATEGIES IN SCHOOLS
- SIGNIFICANT POSITIVE CHANGES AT SANTA BARBARA SCHOOL DISTRICTS
- MANY CHANGES TO THE COMPOSITION OF THE TASK FORCE
- INCREASED COORDINATION
- GANG INJUNCTION NO LONGER AN ISSUE
- PROPOSITION 47 APPROVED BY THE VOTERS REDUCED MANY FELONIES TO MISDEMEANORS
- IMPROVED ECONOMY
- NOTE: OBSERVATIONS AND CONCERNS

- AN UPSWING IN MENTAL HEALTH ISSUES AND SUBSTANCE ABUSE - ////  
//// //// //
- Depression – Anxiety - Suicidal thoughts - Bipolar symptoms
- Mental health services through CADA and Family services are now offered in Carpinteria – results of reorganization
- Substance abuse increasing
- GANG ACTIVITY AND RELATED ISSUES ARE SIGNIFICANTLY DOWN WHEN COMPARED TO 2007 – //// //// //// //// //// ////  
○ Youth gang complaints are infrequent if at all - Big difference from 2008 - Fiesta and 4<sup>th</sup> of July events are family friendly
- No recent complaints from businesses and residents
- Gang issues/violence down - and no longer a focus in the news //// //
- Downward trend in gang activity
  - Fewer gang problems being reported in the community and schools - Youth violence of past years is not evident
  - Significant drop in gang terms and conditions
  - Youth not gathering as much
  - Mexican Mafia not as active or visible
- It appears that the number of youth in gangs is lower, but difficult to ascertain since there is no evident reliable baseline data to compare
- There appears to be about the same number of youth involved in gangs, but with: Less violence - Leadership may be in disarray - Prison shot callers telling locals to lay low - More emphasis on income and drugs and less on territorial conflict
- /// Self-identification of gang involvement is down

- Gang violence and gang related incarceration is down
- /// Decrease in gang activity and affiliation in SB schools particularly in the last 4 years
- **FEWER OR NO NEIGHBORHOOD AND BUSINESS COMPLAINTS RE: GANGS - //// //// //// /**
  - Complaints from businesses and residents have not been an issue for a long time – rare if any...
  - When work started to ramp-up things began to change and today we have a different situation with youth gang issues and violence – but we should not let our guard down
  - We have developed a zero tolerance on gang culture. Although gangs continue to exist they don't do it in as visible a fashion as in prior years
    - Gang members don't stand out as much and blend-in more with other youth – the gang member look is not as prevalent
    - There are fewer places where they are tolerated to hang out
  - Youth not gathering in traditional places – Penny Wise store is clear and the owner is pleased
- **DROP IN PROBATION REFERRALS AND GANG TERMS AND CONDITIONS  
//// //// //// //// ////**
  - 2009 – 245
  - 2010 – 223
  - 2011 – 224
  - 2012 – 185
  - 2013 – 157
  - 2014 – 118
- **A NEED TO SHIFT FROM INTERVENTION TO PREVENTION - //// //// //// //**
- **AN EFFECTIVE AND WELL COORDINATED LAW ENFORCEMENT**
  - More and better intelligence available
  - Law enforcement partnerships producing good results
  - We remain aggressive in intervention and enforcement
- **CREATION OF SERVICE PROVIDER GROUP**
- **NEW STRATEGIES IN SCHOOLS - //// //** Schools are more inclusive and have increased their commitment to work with students from all walks of life
  - // Restorative Justice in SB schools an example
  - /// Dropout rates are lower
  - //// Fewer suspensions and expulsions
  - The achievement gap between white and Latino students has narrowed
  - Student connection to schools has grown – California Healthy Schools Surveys reveals this
  - College enrollment has grown
  - There is zero tolerance for bullying and as a result, bullying is down in the schools
  - Resource Officers have more opportunities to make referrals due to established linkages and coordination – this was significant during the recession and funding cuts
- **SIGNIFICANT POSITIVE CHANGES AT SANTA BARBARA SCHOOL DISTRICT - //// //// //// //**
  - // New Superintendent has shown leadership by being open to new approaches and ideas – he has been a change agent
  - An emerging belief on the part of the schools that schools are a place for every child to be successful regardless of:
    - Being at risk or gang affiliation

- For camp returnees - There is a place for all of them in our schools with a commitment to help them
  - Cultural Proficiency – we’re at a tipping point with cultural proficiency
    - Restorative approach
    - Equity Plan – key indicators
    - Demographics of all programs now reflect the demographics of the schools - True democratization
  - Encouraging staff the have an open mind and a full commitment to our mission
  - There is a dramatic change in gang issues – gang problems are not being experienced
    - As a system, we’re treating every child with respect and engaging their parents in the educational process
    - Every school has an active parent coordinator
      - Intentional
      - Systematic
      - Asking parents to tell us how to best engage them
  - Achievement Gap: Access and opportunity has drastically changed
    - We’re making progress: In prior years advance placements and dual enrollments were 90% white – today we’re 40% white and 50% Hispanic
  - The Cities and County of Santa Barbara are fully engaged in the partnership
- **MANY CHANGES TO THE COMPOSITION OF THE TASK FORCE - //// //**
  - Decrease participation by top level - //// Participation from top level Task Force members who were instrumental in establishing the Task Force is down – many second in command are now attending in lieu of original membership
  - Loss of leadership from key city players – Armstrong, Lopez, Olson, Rapp, among others who led the establishment of the Task Force
  - Turnover in the membership of the Task Force – new members
- **INCREASED COORDINATION –**
  - Referrals to CalGRIP now come from schools and not only from the probation department
    - CalGRIP Counselors go to schools vs. student going to CAC
    - Training in schools vs. at CAC headquarters
    - Added youth employment component to CalGRIP
    - Increased emphasis on serving females
  - Increased coordination with the County Sheriff - Coordinating with Sheriff School Resource Officers - County and Goleta Sheriff Officers Serve on Strategy Team
  - Increased coordination with SB City Police Department - SBPD established “Gang Reduction, Education and Training Program” for 4th and 5th graders – great gang prevention program
- **GANG INJUNCTION NO LONGER AN ISSUE - ///** Gang injunction strategy no longer a community issue and a cause for conflict
- **PROPOSITION 47 APPROVED BY THE VOTERS REDUCED MANY FELONIES TO MISDEMEANORS**
- **IMPROVED ECONOMY/ - /** The economy has improved
- **NOTES: OBSERVATIONS AND CONCERNS**
  - Not all gang involved youth come from traditional backgrounds – case in point:

- Honor student > has to wait for transportation and starts hanging out with gang involved youth > leads to drinking> drugs> gangs> breaking laws> probation
- Youth are beginning to understand that the gang life leads to a negative path
- Things have changed on the street
  - Communication is better – neighborhoods are now working things out on their own or with help
  - Groups have agreed that they should not be fighting with each other
  - When there are conflicts Palabra has been called-in to mitigate
  - There are people working for peace – those responsible are not given credit
- Caution
  - *//// //* Females are showing an increased interest and involvement in gangs and as a result we have more programs targeting females
  - Recruitment to join gangs has not stopped
  - Recognize that only about 3% of gang members are hard core
  - Sheriff's Gang unit down to 2 from having 8 officers
  - Commercially Sexually Exploited Youth at Juvenile Hall
  - Prostitution through gangs
  - Substance abuse by youth is increasing
  - *//// //* Mental health issues with our youth are on the rise
  - Tagging by non-gang members is more prevalent

### 3. WHAT COULD THE TASK FORCE AND PARTNERS DO BETTER

#### SUMMARY:

- CHANGE “AT RISK YOUTH” REFERENCE TO “YOUTH IN AT RISK SITUATIONS”
- IMPROVE BASIC ADMINISTRATION
- INCREASE SUPPORT TO SERVICE PROVIDER GROUP
- DEVELOP SERVICE PROVIDER INVENTORY
- INCREASE SERVICE PROVIDER CONNECTION TO TASK FORCE
- INCREASE FOCUS ON JOBS AND JOB PREPARATION
- SHIFT FOCUS FROM INTERVENTION TO PREVENTION
- TARGET CLIENTS AND SERVICES
- PROVIDE MORE PROGRAMS FOR YOUTH BETWEEN 13-18
- CONTINUE IMPROVING CLIENT ASSESSMENT AND CLIENT PLANS
- SECURE THE SUPPORT OF PHILANTHROPIC ORGANIZATIONS
- BEWARE OF EXTERNAL NEGATIVE INFLUENCES
- ADOPT A MEASURABLE FIVE YEAR PLAN OF ACTION
- DEVELOP A UNIVERSAL INTAKE SHEET AND ASSESSMENT INSTRUMENT
- RECOGNIZE AND KEEP IN THE FOREFRONT THE FACTORS THAT LEAD YOUTH TO NEGATIVE CONSEQUENCES AND GANG INVOLVEMENT
- RECOGNIZE AND MEET THE NEEDS OF YOUTH INVOLVED WITH GANGS
- RESPECT DIFFERENT STRATEGIES AND APPROACHES
- BROADEN FOCUS
- FULLY SUPPORT AND CALL FORM EVIDENCE BASED PROGRAMS AND EVALUATION
- IMPROVE PUBLIC INFORMATION AND IMAGE
- IMPROVE COMMUNICATIONS AND RELATIONSHIP WITH TASK FORCE MEMBERS AND FUNDERS
- EXPAND THE “SUMMIT” CONCEPT TO COVER OTHER TOPICS
- IMPROVE MEETINGS
- EVALUATE THE NEED FOR THE FULL TASK FORCE TO MEET LESS FREQUENTLY
- IMPROVE THE MANAGEMENT OF MEETINGS TO STAY ON TASK
- REMAIN A CONVENER AND NOT A PROGRAM OPERATOR

- CHANGE “AT RISK YOUTH” REFERENCE TO “YOUTH IN AT RISK SITUATIONS” - Consider replacing the “at risk youth” reference to “youth in at risk situations” – there is a significant difference!
- IMPROVE BASIC ADMINISTRATION
  - It doesn't bode well that the MOU was not processed in a timely basis. This brings into question the need for the funds. There are other worthy projects in need that could use the funds
- INCREASE SUPPORT TO SERVICE PROVIDER GROUP – MORE WORK NEEDS TO BE DONE TO GET THEM ORGANIZED

- Convene service providers to meet regularly to focus on goals and objectives – a structured format is essential
- Pay attention to the work of the Children’s network
- Focus and implement the goals and objectives developed by the service provider group
- **DEVELOP SERVICE PROVIDER INVENTORY**
  - Identify the full range of services available and develop a service provider inventory that is updated at least annually
- **IMPROVE SERVICE PROVIDER CONNECTION TO TASK FORCE**
  - Recognize and service providers need recognition and support
  - Promote the participation of people around the Task Force table with service providers
  - There needs to be circular connection between service providers and the Task Force
- **INCREASE FOCUS ON JOBS AND JOB PREPARATION - /////** Increase the focus on jobs and job preparation
  - Summer and year-round jobs - **We need a jobs and work experience stipend programs with commitment from the private and public sectors**
    - County
    - County jobs
    - Federal jobs program
    - Internships with stipends
    - Cities
    - Chambers
    - Local business
  - **////** Engage the private sector and chambers of commerce to hire youth
  - Engage the County’s Federally funded jobs program to work closer with the Task Force - Add a Workforce Board Member to the Task Force and the Program Director to the Strategy Team
  - Create internships and apprenticeship programs
  - Most jobs are taken by college students – few opportunities for the others
  - Job shadowing and job coaching and interview skills training are essential
  - Learn how to fill out an application and apply for a job
  - **INCREASE BUSINESS INVOLVEMENT - ///** **There is not sufficient business involvement in the Task Force** – engage he private sector as a potential source of jobs, careers and funds for business related programs
- **SHIFT FOCUS FROM INTERVENTION TO PREVENTION /////** Respond to the target population emphasis that has shifted
  - Old target population
    - “Bulls Eye” exhibit no longer applicable since the characteristics of the youth population being served has changed – we now need to move more into prevention
    - According to County Probation, the number of known youth involved in gangs has dropped dramatically
  - New target population services needed
    - Gang prevention programs
    - **///// /////** / Mental health and counseling
      - Cultural sensitivity is important - Clinical sophistication without sensitivity creates problems - Need forums and training to address the topic
    - **///// /////** / Substance abuse counseling
    - Truancy

- Youth not being successful
  - While we can focus more on intervention we still need to be nimble to be able to respond immediately if the cyclical nature of gang violence returns
  - Find a way to secure high level legitimate counseling from County Mental Health in the schools
  - There are other problems affecting the at risk population
    - Substance abuse is rising
    - Mental health issues
    - Teen suicide risk
  - A variety of programs are still needed for different stages of client needs – not all of which can be empirically evaluated
    - Palabra and YStrive can be gate openers and serve as a source for client referrals to take them to the next level
      - Palabra can enhance services when it shifts to a leadership role
    - Matt Sanchez' old programs
    - Explore the option to implement the City of Paramount Gang Prevention Program
  - Look for a way to get services to the youth without having to go to camp or be put in the system
  - Concerned with using gang terms and conditions as the indicator – certain things now don't go to probation which could skew things
  - The number of youth with gang terms and conditions is significantly down. Consequently, the need for intervention programs has lessened which may call for changing our focus to a prevention mode
- **TARGET CLIENTS AND SERVICES**
  - Really target a group of youth that are in trouble or in an at risk situation – focus on them and track what we do so that we can measure if our intervention really works if not how we need to change our services
    - Coordinate outreach and identification of youth who need services
      - Coordinated case management and intervention
  - Client specific assessment
  - Client specific services
  - Narrow, numbers, priorities and goals and focus on the target population – but make a matter of intensive case management
    - Youth in bad situations in an at risk environment
    - No hope
    - No exposure
    - Low self esteem
    - Don't feel smart
    - Don't have the resources
      - Therefore don't feel they can make it or go to college, or become successful – and in some cases they can't because they have not been exposed to what is out there in terms of financial aid or support programs
  - Track outcomes
  - Identify and target youth in gangs or at risk situations
    - Who are they
      - At risk of not completing school
      - Truant
      - Insufficient units and not at grade level
      - Discipline and delinquency issues

- In gang or at risk of joining
  - Where are they
    - Schools
    - Streets
    - In the system
    - Take programs and outreach to where youth congregate
  - What do they need
  - Probation and schools are key players
- Increase the focus on serving females
- Continue to accept the fact that we have a gang problem - youth in gangs or at risk of joining gangs – look for the signs and intervene as soon as possible
  - Dropped out of school
  - At risk of dropping out of school due to truancy, behind in units and not at grade level
  - Pregnancy
  - Victims
  - Risk factors used by counseling staff
- We need to look at all juvenile crime, not just gang crime, and focus on youth crime – and understand the spectrum
- Establish re-entry programs for youth coming out of the camps
- **PROVIDE MORE PROGRAMS FOR YOUTH BETWEEN 13-18**
  - Summer Night Lights program in LA is an example
    - Wednesday through Sunday
    - 3:00 to 11:00 PM – brings out about 200 youth and family members – just positive hanging out – keeps kids off the bad streets
    - Handball, basketball, arts and crafts, softball, soccer, skateboarding
  - Field trips are widely supported by youth
    - Trips to colleges and universities
  - Education
    - What does it take to graduate from HS
    - How to apply to colleges and financial aide
    - Resources available
  - How to do basic things
    - Apply for a job
    - Tie a tie
    - Dress to impress
    - Balance a check book
    - Coping with daily life stress
  - Community vs. Fire/Police Department sport competitions are a big success
  - Team building events
  - Youth conference with guest speakers
- **CONTINUE IMPROVING CLIENT ASSESSMENT AND CLIENT PLANS - //**  
Need more focus on “Risk Assessment” to identify at risk youth.
- **SECURE THE SUPPORT OF PHILANTHROPIC ORGANIZATIONS**
  - [Great source for evidenced based start-up programs with program evaluation](#)
    - Bower foundation funded and evaluated YStrive and Palabra
    - Funding efforts in SB School District

- **BEWARE OF EXTERNAL NEGATIVE INFLUENCES** - Be mindful of the possible negative influence from SM and Ventura gangs
- **ADOPT A MEASURABLE FIVE YEAR PLAN OF ACTION**
  - Goals
  - Objectives
  - Evaluation System
- **CONDUCT MORE NEEDS ASSESSMENTS TO DETERMINE WHAT THE NEEDS ARE, WHERE SERVICES ARE AVAILABLE AND WHAT MAY BE LACKING**
- **DEVELOP A UNIVERSAL INTAKE SHEET AND ASSESSMENT INSTRUMENT**
  - Create a central point to access services and follow-through – and get back to agencies when referrals are made
  - Come to agreement to develop a universal intake form/check list and a universal client assessment tool that could be used by varying agencies that provide client services
  - Find a way to target services to youth in need without stereotyping them – a non-discriminatory validated risk assessment is a must
- **RECOGNIZE AND KEEP IN THE FOREFRONT THE FACTORS THAT LEAD YOUTH TO NEGATIVE CONSEQUENCES AND GANG INVOLVEMENT -**
  - Family problems
  - Environment – poor neighborhood
  - Poor school performance
  - Truancy
  - Learning difficulties
  - Bad experience with teachers
  - Not knowing where to get help or bureaucracy
  - Too many guidelines, forms and documents required
  - Undocumented youth not served
  - Friends
  - Born into it
  - Low self-esteem
  - Threat of or getting beat up by friends or foes
  - Substance abuse
  - No guidance at home
  - Alcoholic parents
  - Rape and abuse
  - Client characteristics
    - Female
      - 10-15% with Gang Terms and Conditions (GTC)
      - 50% at risk
      - 30% mental health and self-esteem issues
    - Male
      - 15-20% with GTC
      - 70% at risk
      - More difficult to assess mental health issues because males don't open up as well – but many do have mental and substance abuse issues
      - Oblivious to consequences
      - Pride is a driver
  - Posting online and street are seen as one and the same
- **RECOGNIZE AND MEET THE NEEDS OF YOUTH INVOLVED WITH GANGS**

- Source of referrals
  - Probation
  - Schools
- Common needs
  - Self-esteem programs
  - Mental health services
  - Substance abuse services
  - Medical insurance to cover costs
  - More prevention and less intervention programs
- Get a better handle on the extent of the youth gang problem
  - Data is not reliable
  - Data collection and definitions are not reliable
  - Not attentive to tracking and documenting gang activity
- **RESPECT DIFFERENT STRATEGIES AND APPROACHES**
  - The intervention with youth does not have to start with a focus on getting out of the gangs - Focus on:
    - Do something for yourself
    - Be smart and make the right choices
    - Look around for what will make you a better person
    - Next thing you know --- they're not active gang members
  - Cautionary note expressed: While not focusing on getting youth out of gangs may be an approach to consider it is important to know that gang organized youth are susceptible to being influenced, coerced and directed, without choice, by adult gang members
  - Avoid profiling youth as gang members – they will be treated as such and they will respond to meet the expectation regardless of their lack of affiliation
  - Recognize that we may all want the same things but that we have different ways to get there
  - Palabra's goals are simple
    - Mediation/Intervention when there are conflicts – keep the peace and end youth violence
    - Prevention to avoid conflicts
    - Empower neighborhoods
    - Keep youth out of the judicial system
    - Youth are not being asked to renounce gangs – you can have good results without having to jump out
  - Make greater efforts to work with YStrive and Palabra – we should have an open mind about working with them if they want to be a partner
- **BROADEN FOCUS** - Focus more on High School graduation and in getting youth to City College and beyond
  - Identify and address the characteristics and barriers that keep youth from succeeding and respond with a more proactive approach
    - For example, we need to drill down to 4<sup>th</sup> and 5<sup>th</sup> graders to make sure they are getting the basic skills they need to build from and ultimately graduate – a youth with reading deficiencies is going to get behind and will not make it
    - Its ok to be cool but not self-destructive
  - We need to focus more on intervention and services to youth from 12 to 18 years old

- **FULLY SUPPORT AND CALL FOR EVIDENCE BASED PROGRAMS AND EVALUATION**
  - Build on what we have established to take it to the next level
    - Increase emphasis on identifying programs that work – with performance standard - and continue to fund them
    - Build on performance measures
      - Without setting performance standards and measuring outcomes it is impossible to determine if program participation has an impact – be it positive, neutral or negative
        - Not all programs have a positive outcome
        - Some programs have a positive image but no evidence that they work
      - CalGRIP is an evidence based program with performance measures that are required to be evaluated
    - Have clear program goals and objectives to be able to measure ourselves and partners
      - Pre and post tracking and evaluation – Five years later ... Where are they now?
    - We have a relatively low target population
      - Reach out to program graduates
        - Five years later, determine if they have progressed or fallen in bad times
          - Figure out why
          - What worked
          - What didn't work
  - Next steps
    - Establish a solid evidence based structure
      - Measures
      - Outcomes
        - Should pre and posttest all participants
        - More follow-up is needed – we're lacking follow-up on the youth being served
        - More needs to be done to measure the effectiveness of the services providers; we need to measure outcomes
        - Are the programs doing what they intended to do?
        - How do we know that
      - Key indicators – secure data to understand barriers, interventions and results
      - Feedback
      - Prove we're having a positive effect on the target population – be able to prove return on investment
    - Build Strong service provider network
    - Prove we're having a positive effect on the target population
    - Make evidence based programs and client services the norm
  - Better program evaluation
    - Is the program accomplishing what it is supposed to do?
    - Why or Why not?
    - Can it be improved? – Continue successful programs
    - Should it be discontinued? – Discontinue programs that are not working

- More evidence based programs and practices
- More combined funding of evidence based programs
- Clarify what it is that the Task Force is doing – not clear and what population they are serving
  - Be accountable
  - Present documented evidence that Task Force efforts are meeting objectives
  - Document what the Task Force is doing
  - Hold agencies and programs accountable - are the agencies and programs doing what they say they are doing? Document it and report out
- NOTE: No one made any observation about the Task Force website
- **IMPROVE PUBLIC INFORMATION AND IMAGE**
  - //// //// // Better convey to the public, media, elected officials and others what the Task Force does
    - //// /// We can do a better job of informing the public on what we're about
    - Tell the story of the Task Force with five measures or less to explain what were all about - We need to tell the story better
    - We need to tell our story – the value added of our effort doing and our successes - Market our programs and services
    - A public information campaign is a must
    - Better explain what the Task Force does
      - Convener
      - Broker of linkages and coordination, knowledge and services
      - “Leading the way to a safer community”
  - Develop a “red card” of services – i.e., Neighborhood Improvement Task Force model wherein key contact persons and contact information is printed. The card can be distributed to youth and parents by law enforcement, service providers, counselors, and others to access service
  - Regular presentations to the City Councils and Board of Supervisors are essential
  - Provide orientation on Task Force partner services at PD/Sheriff briefings
    - 10 minutes
    - Concise
    - Purposeful – why is it important for them – PD/Sherriff
  - Help Task Force members better understand what the programs do
  - Annual reports – with substance must be presented to the Task Force
  - City TV or County Television could produce a series on the work of the task force and what is being done locally to reduce gang involvement and help youth go in a different direction
  - Celebrate our successes - Annual celebration at a park or Cabrillo Arts Center
  - Despite efforts, there is the perception that the Task Force is City of Santa Barbara centric – we need to engage the other cities to be active participants
  - Be more proactive and responsive
    - It took 18 months to get participation for My Brother's Keeper effort
    - Pay attention to deadlines and details
  - Need to know the cost of investing for prevention vs. incarceration

- **IMPROVE COMMUNICATIONS AND RELATIONSHIPS WITH TASK FORCE MEMBERS AND FUNDERS – //// //// //// //**

- **//// //** Coordinator should regularly visit and individually meet with Task Force members
  - Members come and go – bring new ones up-to-date on what our mission is and what it is not
  - Revisit history, mission and guiding principles at every opportunity
  - More one-to-one communication with community leaders and key officials
- **//// //// //** Provide regular presentations to funders
  - **Schedule well in advance annual reports and presentations to BOS and City Councils**
  - Explain the benefits and the results of the partnership – the return on investment
  - Keep the members focused on our mission
- **////** Find a way to keep Goleta at the table
- **////** Better explain the value of coordination > value understated > coordination is volitional commitment and not a natural thing Outreach to others to expand program services and partnerships > a never ending thing that must be done and make things happen
- **//** Deal with the perception that the Task Force is more government than community oriented
  - This is not inherently bad because the task force has been able to bring about extensive government coordination and funding to carry out the mission
- **Saul needs to be more involved with law enforcement – he needs to be more proactive and available**

- **EXPAND THE “SUMMIT” PROGRAM TO COVER OTHER TOPICS SERVICES, RIGHTS AND EDUCATION**

- Available social services
- Legal rights
- Educational programs
  - Graduation requirements
  - College application process
  - Financial Aide

- GANG UPDATES**

- Highly recommends having a discussion on gangs
  - What is a gang?
  - Definition
  - How do we track the problem?
  - What baseline data do we have and how reliable is it?
- What is the extent of the gang problem in Goleta, Carpinteria, and unincorporated County?
  - Names, number of members and location of gangs
  - Historically is it the same, up or down?
- What is going on with gangs
  - Not as much of a problem as before – activity down
  - There is less commitment by individuals to be in a gang
  - Less organized today
  - Leadership has changed
  - Less egotistical
- What options do they have to tackle the problem?

## ROLE OF RESOURCE OFFICERS IN THE SCHOOLS

- County resources
  - 2 school resource officers
  - 1 Goleta – Valadez
  - 1 Gang Task Force Sgt.
  - 1 S. County Gang Task Force Detective

## SENSITIVITY TO AUDIENCE

- Be sensitive when conducting seminars so as to not alienate Task Force members
  - Young woman who was abused and prostituted and eventually became an attorney was a success story but her message was anti police – the very agency that pulled her away from her pimp and helped her get out – were it not for the arrest her life would not have changed...
  - Former LA gang member with a very anti police attitude
  - Provocative sessions are fine but should have a balance to them so that members don't walk away offended
- **IMPROVE MEETINGS - ///// ///// ///// Task Force meetings need to be improved so to bring back and retain the top leadership at the table**
  - Meeting agendas
    - ///// ///// /// Send agendas out at least three days in advance and follow up with calls to confirm attendance
      - Agendas handed out at the meeting – this is not good
      - BTW – are posting requirements being met?
        - **Note: Brown Act requirements are being met**
    - ///// Make the meetings meaningful with a clearer purpose – with agendas in advance of the meeting - The whole effort feels very disjointed – how does everything come together?
    - // Include the Mission and Guiding Principles in every agenda
    - ///// // Make sure there is a value added to attendees and not have them wonder what other productive thing they could be doing
  - The Chairmanship of the Task Force should be rotated
  - Involve both chairs in developing the agenda
  - Change the meeting set-up so that we're not so far apart and make it more interactive
  - Provide more meaningful information and keep Task Force members better informed
  - Structure meetings so that there is more give and take
  - Invite boots on the ground to make presentations
    - Junior and High School Principals
    - Counselors and service providers interacting with the youth
    - District Attorney and Public Defender
  - Provide
    - Examples of collaboration and what it is producing – not just we're working together – what are the results
    - Testimonials and performances are effective
    - Presentations on barriers to collaboration to find solutions

- Consistency in reporting
  - Explain what “My Brother’s Keeper” program is all about – it is not clear
  - Resurrect commitment and participation from the top level members of the Task Force – NOTE: Many founding members of the Task Force have left the Task Force due to retirement, new job assignments, or departure
    - //// // We need to re-engage elected officials and leaders who seem to have stepped back when violence dropped - Attendance by the upper echelons is spotty at best – they need to be reengaged
    - Some attend quarterly meeting to receive reports and presentation but they are not engaged in discussions or are advocating a more proactive response – perhaps because the meetings don’t give the opportunity to do so?
  - Evaluate the current composition of the Task Force and modify as necessary to meet today’s needs
  - // Conduct future meetings at different locations and continue to include Goleta and Carpinteria
  - Get a family and youth representative that represent the community to be served – parents and youth who know the struggle and are involved in gangs
  - Prepare a comprehensive report every five years
  - Improve quarterly meetings
    - Better utilize the brain thrust in the room – for the most part they are just listening
    - //// Be clear on the purpose of the meeting
    - //// //// Send agendas out ahead of time
    - Facilitate the meetings to promote group participation
- **EVALUATE THE NEED FOR THE FULL TASK FORCE TO MEET LESS FREQUENTLY**
    - Stay with quarterly meetings and have the Strategy Team work on day-to-day stuff
    - Maybe we only need three big meetings per year with a more active strategy team. By expanding the composition of the Strategy Team they can meet monthly and have a more hands on approach.
    - Is it time to let a smaller group, like the Strategy Team do the work and only meet two times per year?
  - **IMPROVE THE MANAGEMENT OF MEETINGS TO STAY ON TASK**
    - Meetings need to be more focused and better managed.
      - This is a common problem with all meetings. Therefore, meeting leaders or facilitators need to have strong meeting management skills to remain focused on the topic at hand and accomplish results within the limited time available.
      - If the lead person lack these skills then they should be trained to develop the skills – The Institute for Social Change – “Pathway to Change” – offers this sort of training
      - Need to focus on facilitating and achieving consensus
  - **REMAIN A CONVENER AND NOT A PROGRAM OPERATOR** - Remain as a convener and not as a program operator – focus on what needs to be done and work with partners to get it done – the Task Force needs to be a neutral player and remain a true convener

## 4. GOALS IN NEXT FIVE YEARS

### SUMMARY:

- THINK OF YOUTH “IN AT RISK SITUATIONS” INSTEAD OF “AT RISK YOUTH”
- IMPROVE EDUCATION OUTCOMES
- CONTINUE RESTORATIVE APPROACHES
- IMPLEMENT INITIATIVES TO TEACH CONFLICT RESOLUTION AND REDUCE VIOLENCE
- IMPROVE MENTAL HEALTH SERVICES
- IMPROVE CLIENT SERVICES THROUGH INFORMATION SHARING
- MAKE BETTER USE OF SCHOOLS
- FOCUS ON JOBS FOR YOUTH
- OFFER MORE PARENT FORUMS
- REMAIN A CONVENER AND NOT A PROGRAM OPERATOR
- FOCUS ON FUNDING EVIDENCE BASED PROGRAMS
- IMPROVE PROGRAM EVALUATION
- REMAIN GANG ACTIVITY AND VIOLENCE FREE
- IMPROVE PUBLIC INFORMATION ABOUT THE TASK FORCE
- BRAKE DOWN BARRIERS TO COORDINATION AND CLIENT SERVICES
- COMPLETE AND UPDATE AN ONLINE SERVICE PROVIDER INVENTORY
- PUBLISH A COMPREHENSIVE ANNUAL REPORT ON THE WORK OF THE TASK FORCE PARTNERS
- CONTINUE THE TASK FORCE
- EXPAND TO NORTH COUNTY AT THEIR REQUEST
- CONNECT TO REGIONAL AND NATIONAL INITIATIVES

- **THINK OF YOUTH “IN AT RISK SITUATIONS” vs. “AT RISK YOUTH”**
- **IMPROVE EDUCATION OUTCOMES - /////** / Higher graduation rates, more youth going to college, and more youth embarking in trades or retaining meaningful employment making youth gang issues a thing of the past
  - We have in place programs that provide effective mentoring and education of youth
    - Keep kids in school
    - Keep kids in sports
    - Keep youth engaged
  - 100% graduation and 0 dropouts!
- **CONTINUE RESTORATIVE APPROACHES - //**
  - The idea that everyone belongs. When wrongs are done it is more meaningful for the victim and perpetrator to heal the situation. It is important for the offender to be reintegrated with the group and for the victim to forgive the wrong
  - Have programs that lets youth know that there are adults who care and want to help them
  - Define what we mean when we say youth at risk or in at risk situations
  - Develop better linkages and coordination to evaluate client serving programs
  - Create a bridge program for youth returning from camp

- **IMPLEMENT INITIATIVES TO TEACH CONFLICT RESOLUTION AND REDUCE VIOLENCE IN ELEMENTARY, JUNIOR AND SENIOR HIGH SCHOOLS AND EXPLORE THE IMPLEMENTATION OF A GANG PREVENTION PROGRAM IN SCHOOLS**
- **IMPROVED MENTAL HEALTH SERVICES** - //// That we have a functional mental health system – take mental health and social services to every school
  - Expand access to services by having social workers in every school
  - Explore options to increase the number of staff providing counseling for youth in at risk situations and use that criteria in a positive way to help them overcome the risks posed
  - /// Establish a functional county mental health system that provides needed services to our youth - More treatment and solutions and less incarceration
- **IMPROVED CLIENT INFORMATION SHARING** // We found how to share information so that we can provide comprehensive services to youth and their families
- **MAKE BETTER USE OF SCHOOLS**
  - Our schools become community centers
  - After school programs, in the schools, continue to be a success
- **FOCUS ON JOBS FOR YOUTH** - Convene partners to develop a job creation strategy for students and graduates - We need more employment opportunities for our youth
- **OFFER MORE PARENT FORUMS** - Conduct three topic driven parent forums per year
- **REMAIN A CONVENER AND NOT A PROGRAM OPERATOR** - ////
- **FOCUS ON FUNDING EVIDENCE BASED PROGRAMS** - /// We have a solid evidence based structure
  - Measures
  - Outcomes
  - Strong service provider network
  - We can prove we're having a positive effect on the target population
    - Key indicators
    - Feedback
  - Make evidence based programs and client services the norm
  - We're able to better measure return on investment
  - **FUND SUCCESSFUL PROGRAMS** - Increase funds and grants to organizations with a proven track record
    - Measured
    - Evaluated
    - Meet objectives
  - The collaborative effort continues - We do well when we work together
  - CalGRIP continues or there is a replacement program in its place
  - We are able to continue to combine and leverage the limited resources available in the community
  - We still have a comprehensive strategy in place
    - Prevention
    - Intervention
    - Enforcement
- **IMPROVE PROGRAM EVALUATION** - /// Develop structure to evaluate program performance
  - // Conduct a follow-up study of youth previously served under CalGRIP and other programs –

- Where are they now?
    - How are they doing?
    - Did the services we offered help?
  - We have a proven program evaluation system in place
    - We have more data to make decisions and measure our work over the past five years
    - Track and evaluate clients over five years
  - Better program evaluation
    - Is the program accomplishing what it is supposed to do?
    - Why or Why not?
    - Can it be improved? – Continue successful programs
    - Should it be discontinued? – Discontinue if not working
- **REMAIN GANG ACTIVITY AND VIOLENCE FREE - ///// //** Continued lull in gang activity and violence
  - Remain vigilant to the problem of youth gang violence - Maintain the Task Force focused on our mission and vision so as to not need another tragedy to get the community engaged
  - Maintain political support, regionalism and regional funding
  - We remained proactive to deter youth violence
  - Remain vigilant to ensure we don't return to the gang problem situation experienced in 2007
  - Be conscious of external threats nearby – the gang problems in Santa Maria and Ventura and the panga boats that land on our shores for a reason...
  - Youth crime rate is down
    - Veteranos prefer a different path for their children – we're seeing more of that these days because many are recognizing that the gang life did not provide for a lasting future
    - Youth are making good decisions in real time and avoiding negative peer pressure and conditions
- **IMPROVE PUBLIC INFORMATION ABOUT THE TASK FORCE - /////**
  - Do a better job of telling our story > pretend that our audience is a parade that changes with the passing of time; we need to keep information flowing
  - People need to know and support what we do
  - Explain the benefits and value of coordination and partnerships
  - Our role and goals are clear and well known to the public and service providers
  - Promoted effectively so that those in need know the Task Force can link them to services and the public knows what is being done
  - Better information about what we do – possibly a video series by City and or County Television
- **BRAKE DOWN BARRIERS TO COORDINATION AND BETTER CLIENT SERVICES - ////** Overcome the differences, silos, and entrenchments that prevents coordination and rise above barriers that prevents better client services and coordination
  - The network must meet client needs individually or collectively - the focus must always be on the client
  - There is a more positive inclusion of and partnership by all service providers
  - Information on the services in our community must be easily accessible to the public
  - An abundance of post-secondary school options for youth

- Creative ways to continue to access and combine services
- Solidified relationships and trust and are consequently working more as a team using more reliable - Convening and coordination continued to increase
- More evidence based programs and practices
- More combined funding of evidence based programs
- **COMPLETE AND UPDATE AN ONLINE SERVICE PROVIDER INVENTORY ANNUALLY** - Complete and update a service provider inventory annually
- **ANNUALLY PUBLISH A COMPREHENSIVE ANNUAL REPORT ON THE WORK OF THE TASK FORCE AND ITS PARTNERS** - Develop a comprehensive annual report outlining the work of the Task Force and its partners
- **CONTINUE THE TASK FORCE** - // // // // // - We're still around, institutionalized, and no longer warrant being questioned if the Task Force is needed
- **EXPANDED TO NORTH COUNTY AT THEIR REQUEST**
- **CONNECTED TO REGIONAL AND NATIONAL INITIATIVES**