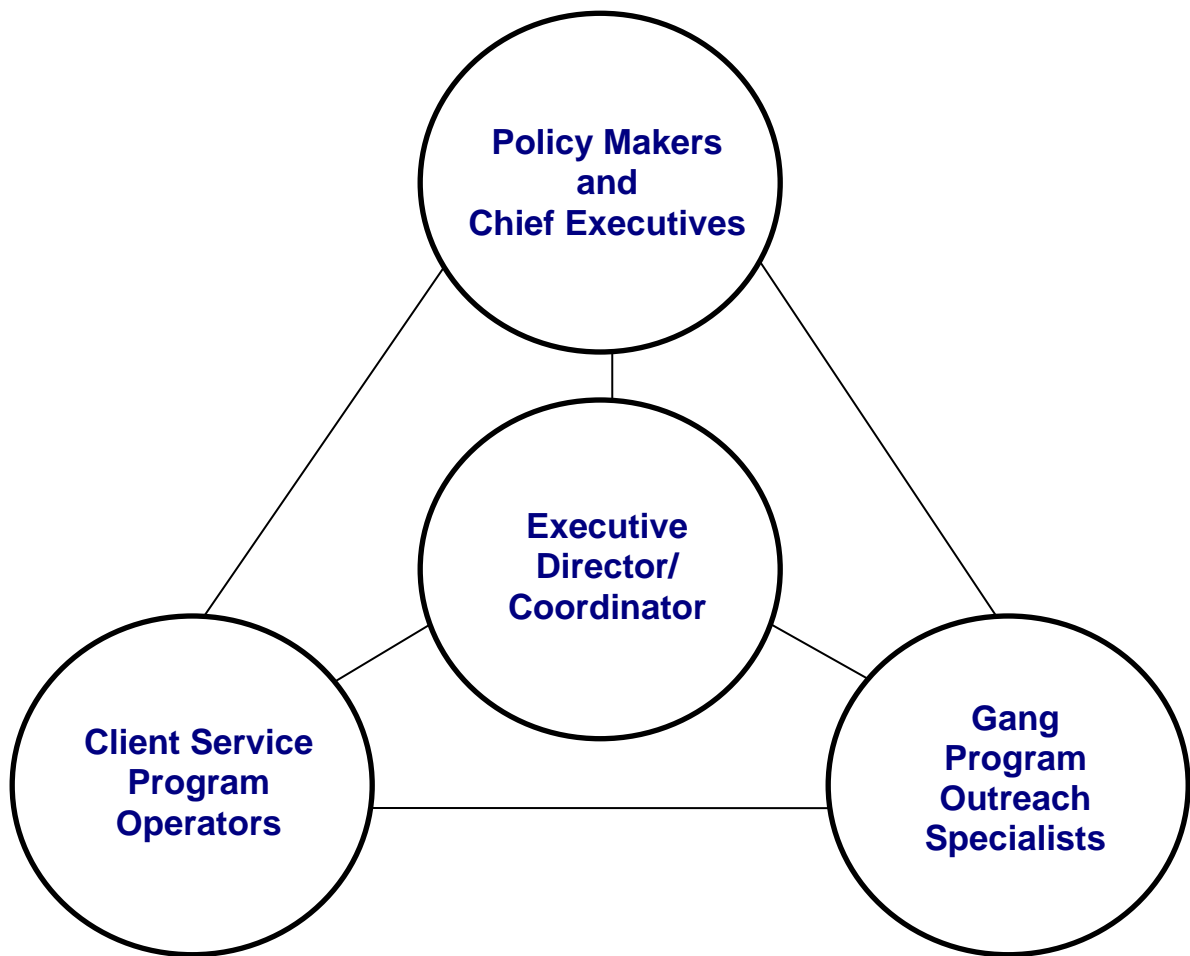


SOUTH COAST TASK FORCE ON YOUTH GANGS



DRAFT ORGANIZATIONAL STRUCTURES

September 8, 2008

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DRAFT ORGANIZATIONAL STRUCTURE

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SOUTH COAST TASK FORCE ON YOUTH GANGS
GUIDING PRINCIPLES

1. We need a focus on services to the target population:
 - Youth actively involved in gangs
 - Gang affiliates and potential gang members
2. We need comprehensive programs which include suppression, intervention and prevention strategies
 - We need to advocate for client specific services based on the individual needs of youth and their families, not a cookie cutter approach
3. We need to advocate for more coordination and partnerships by the agencies involved with youth gang intervention, prevention and suppression programs
 - We need to promote the availability of a youth gang case worker in every school to prevent, suppress and intervene with youth gangs
 - We need to promote a full range of services to assist the youth and his family
 - We need to not forget the female youth involved with and affected by gangs
4. We need a reliable funding stream to support programs with a track record of success or new programs that satisfy unmet needs which exhibit a potential to succeed
 - We need to build from the work of successful programs that are client driven and created through program coordination and pooling of resources
 - We need to have ability to measure program effectiveness and efficiency
5. We need to be experimental, risk takers ready to move forward accepting the premise that if all possible objections must first be overcome nothing of significance will ever be accomplished – we will have successes and failures but doing nothing should not be an option
6. We need to be patient
 - Problems didn't develop overnight
 - Solutions will not be accomplished overnight

SOUTH COAST TASK FORCE ON YOUTH GANGS

YOUTH GANG SPECIALIST TEAM

Description: The Youth Gang Specialist Team is made up of individuals working directly with youth on gang intervention, suppression and prevention functions. These are the front line persons in the effort. In an ideal situation, there will be one gang specialist assigned to El Puente Continuation School and each high school and junior high campus on the South Coast.

Working as a coordinated team, these specialists will focus their attention on specific individuals who are current members of gangs, or who have been identified as potential gang members. Members of the team will participate in regular meetings with law enforcement, probation, county schools and non profit service providers to support the creation of individualized “plans” for the youth identified. At least 25 percent of their time will be spent in the community after the normal school day has ended.

Purpose: The purpose of the Youth Gang Specialist Team is to work with youth involved with or at risk of being involved with youth gangs. The specialists will:

- Have a presence in every school in the south coast and work as a team
- Establish a liaison with youth and the family of youth involved in youth gangs or at risk of becoming involved with gangs
- Serve as a link between the youth and family with social service, law enforcement and educational agencies
- Work with other Youth Gang Specialists to become aware and help to avert conflicts
- Counsel youth and their families on the programs and support services available to help them move away from gangs
- Serve as a confidant who can be trusted in time of need
- Work with parent, community and school organizations to educate parents and the community about gang issues and preventative methods to reduce gang violence.

Organizational Assignment: The Gang Specialists will be employed by their respective school districts, but receive coordinated training and briefings to ensure a consistent strategy and approach. In conjunction with the Prevention, Intervention and Suppression Team, they will work together to develop measurement tools to monitor program effectiveness.

SOUTH COAST TASK FORCE ON YOUTH GANGS
**PREVENTION, INTERVENTION AND SUPPRESSION
PROGRAM TEAM**

Description: The South Coast Task Force on Youth Gangs Prevention, Intervention and Suppression Programs Team is made up of lead youth gang prevention, intervention, and enforcement program operators. These are organizations on the front lines directly providing client services focused on youth gang prevention, intervention and suppression.

Purpose: The purpose of the South Coast Task Force on Youth Gangs Prevention, Intervention and Suppression Programs Team is to work together to plan, organize, implement and monitor youth gang prevention, intervention, and enforcement programs. The South Coast Task Force on Youth Gangs Prevention, Intervention and Suppression Programs Team will:

- Establish linkages and coordination to support the development of client specific plans and services
- Look for ways to achieve synergy by combining resources when possible
- Find ways to reduce bureaucracy and streamline meetings
- Promote program linkages and coordination
- Plan, organize, implement, and evaluate programs and services targeted at youth involved in gangs
- Build from and support the work of the Short Term Summer Strategy Committee

Fundamental to this group is the partnering, in-kind support, resource allocation, relationships established and the work of the Short Term Strategy Committee. Rather than reinvent the wheel the group should build from and support the work of the Short-Term Strategy Committee.

Composition – youth gang prevention, intervention, and suppression program operators (This is not a final list. The composition can change as new agencies become operational or change their role):

- 2 Santa Barbara County Education [*Fred Razo and *Ben Romo]
 - Juvenile Court and Community Schools (El Puente)
 - Center for Community Education
- 1 Santa Barbara Police Department [*Cam Sanchez]
 - Santa Barbara Police Activities League
 - DARE
- 1 Santa Barbara County Sheriff's Department [Bill Brown]
 - Sheriff's Activities League
 - DARE

- 1 Council on Alcoholism and Drug Abuse [*Penny Jenkins]
 - Fighting Back
 - Parent Program
 - Mentor Program
 - Youth Services Specialists
 - Daniel Bryant Youth and Family Treatment Center
 - Teen Court
- 1 Santa Barbara County Probation [*Martin Conoley]
- 1 Santa Barbara District Attorney
 - Truancy Intervention and Parent Accountability Program
- 1 Alcohol, Drug and Mental Health Services [*Lennie Kwock]
 - County Mental Health Juvenile Justice System
- 1 Family Services Agency [*Bill Batty]
 - 211
 - Big Brothers Big Sisters
 - Family Resource Centers
 - School Based Counseling
- 2 Santa Barbara School Districts [*Brian Sarvis/*Michael Gonzalez]
 - Mentor Program
- 1 Santa Barbara City College [Noel Gomez]
- 1 Community Action Commission
 - Los Compadres [*Saul Serrano]
- 1 Zona Seca [*Frank Banales]
 - Youth Cine Media
- 1 City of Santa Barbara – Parks and Recreation Department
 - Neighborhood Centers
 - Youth Apprenticeships
 - SER Jobs for Progress [Lucero Marquez]
- 1 Y STRIVE for Youth, Inc. [Keith Terry]
- 1 Cottage Health Systems Liberty Tattoo Removal Program
- 1 Tri- County Restorations Youth Program
- 1 AllforOne [*Matt Sanchez]
- 1 Turf to Surf Program
- 1 Affirm Project
- 1 SAFTY Program
- 1 Peace Education Project
- 1 La Casa de la Raza Youth Center
- 1 Planned Parenthood Community Outreach Project
- 1 Collaborative Communities Foundation
- 1 Metropolitan Transit District

Meeting Frequency: The Team should meet regularly in some capacity to promote coordination. Initially, the group may have to meet monthly but could adjust meeting frequency to fit needs. The end product is not meeting. Meeting is a means towards an end: to create a synergistic effect with limited resources.

SOUTH COAST TASK FORCE ON YOUTH GANGS **LEADERSHIP COUNCIL**

Description: The South Coast Task Force on Youth Gangs Leadership Council is composed of elected officials and community leaders who are members of political jurisdictions or organizations who can commit resources to end youth gang violence.

Purpose: The purpose of the South Coast Task Force on Youth Gangs Leadership Council is to serve as the overall oversight group of the effort to end the negative effects of youth gangs. The South Coast Task Force on Youth Gangs Leadership Council will:

- Represent a South Coast regional commitment to a five-year pilot program to end youth gangs and violence
- Commit to support the effort and secure the resources to accomplish the mission
- Call for performance measures to evaluate and continue program funding
- Focus on ending youth gangs and violence
- Meet jointly with Executive Council three times a year to receive reports on program progress and accomplishment

Composition:

- 1 Chair or Member of the Santa Barbara County Board of Supervisors
- 1 Santa Barbara Mayor or Council Member]
- 1 Goleta Mayor or Council Member
- 1 Carpinteria Mayor or Council Member
- 1 Santa Barbara County Sheriff
- 1 University of California Santa Barbara Chancellor
- 1 County School Board of Education Chair or Member
- 1 Santa Barbara School Districts, Board President
- 1 Presiding Superior Court Judge
- 1 Santa Barbara District Attorney [Christie Stanley]
- 1 President, The Foundation Roundtable [Joanne Rapp]
- 1 Corporate Roundtable [Tom Thomas or Steve Cushman]
- 1 President/Chair of the Interfaith Initiative
- 1 Community/Family Representative
- 1 Youth Representative
- 15 Total Members**

Meeting Frequency: The South Coast Task Force on Youth Gangs Leadership Council will meet every four months. For planning purposes, tentative meeting dates and times include: January 21, 2009, May 20, 2009, and September 16, 2009, from 11:00am – 2:00pm.

(For information on the Interfaith Initiative go to: <http://www.interfaithinitiativesbc.org/mission.cfm>)

SOUTH COAST TASK FORCE ON YOUTH GANGS

EXECUTIVE COUNCIL

Description: The South Coast Task Force on Youth Gangs Executive Council is composed of chief executive officers of South Coast governmental, law enforcement, social services, businesses and non-profit organizations who can provide direction and funding for South Coast partnerships involved in the intervention, prevention and suppression of youth gang violence.

Purpose: The South Coast Task Force on Youth Gangs Executive Council will:

- Serve as a pass through structure for joint projects and funding
- Allocates resources
- Promotes coordination
- Reduces bureaucracy
- Keep a focus on the youth gang problem;
- Hires/oversees the Executive Director/Coordinator; and
- Institutionalize the policies and programs.

Organizational Structure: Could be established through a formal interagency memorandum of understanding jointly agreeing to roles, responsibilities, and funding commitments.

Composition:

- 1 County Sheriff or Senior under Sheriff [TBA]
- 1* County Executive Officer [Mike Brown]
- 1* Santa Barbara City Administrator [Jim Armstrong]
- 1* Goleta City Manager [Dan Singer]
- 1* Carpinteria City Manager [Dave Durlinger]
- 1 University of California Santa Barbara Chancellor or Vice Chancellor [Henry Yang]
- 1* Santa Barbara Police Chief [Cam Sanchez]
- 1* Chief of Probation or Senior Representative [Patti Stewart/Martin Conoley]
- 1* County Superintendent of Schools [William Cirone]
- 1* Santa Barbara School District Superintendent [Brian Sarvis]
- 1 Executive Director of Fighting Back [Penny Jenkins]
- 1 Executive Director of Community Action Commission [Fran Forman]
- 1* President/CEO of Santa Barbara Foundation [Chuck Slosser]
- 1 Director of All For One [Matt Sanchez]
- 1 Director of Social Services [Kathy Gallagher]
- 1 President Santa Barbara City College [Andreea Serban]
- 1 Business Representative
- 17 Members with a nine member* Management Committee**

Meeting Frequency: The South Coast Task Force on Youth Gangs Executive Council will meet monthly during the first year - less thereafter.

* Member of the Management Committee of the South Coast Task Force Executive Council

SOUTH COAST TASK FORCE ON YOUTH GANGS
EXECUTIVE DIRECTOR/COORDINATOR

Roles and Responsibilities:

- Appointed by the Executive Council, serves as the lead staff to the South Coast Task Force on Youth Gangs Leadership and the Executive Councils
- Reports to a Management Committee of the South Coast Task Force on Youth Gangs Executive Council
- Promotes and facilitates linkages and coordination of youth gang programs
- Implements strategies to accomplish the guiding principles of the South Coast Youth Gang Task Force Prevention, Intervention and Suppression Team
- Monitors youth gang programs to achieve program goals and objectives
- Recommends program adjustments and improvements;
- Identifies gaps in services and programs targeting youth gangs
- Coordinates the development of grants and proposals to secure public and private funds for youth gang prevention, intervention and suppression programs
- Facilitates the meetings of the of the South Coast Task Force on Youth Gangs Leadership Council and the Executive Council
- Promotes and facilitates the linkages and coordination meetings of the of the South Coast youth gang prevention, intervention and suppression program operators with the goal of accomplishing better coordination, program effectiveness and efficiencies and synergistic effects
- Assists the Executive Council to procure and distribute “partnership” and “pilot program” funds to South Coast youth gang prevention, intervention and suppression program operators with the goal of accomplishing better results
- Develops and implements public information initiatives to promote the participation of youth gang members in program activities, inform the community on program efforts and needs, and secure necessary program funds, resources, and support
- Prepares and presents periodic and annual reports to Policy and Executive Councils which focus on planned vs. actual performance, program results and measurable action plans with goals and objectives for the coming year
- Develops action plans and budgets
- Prepares and presents the five year milestone report

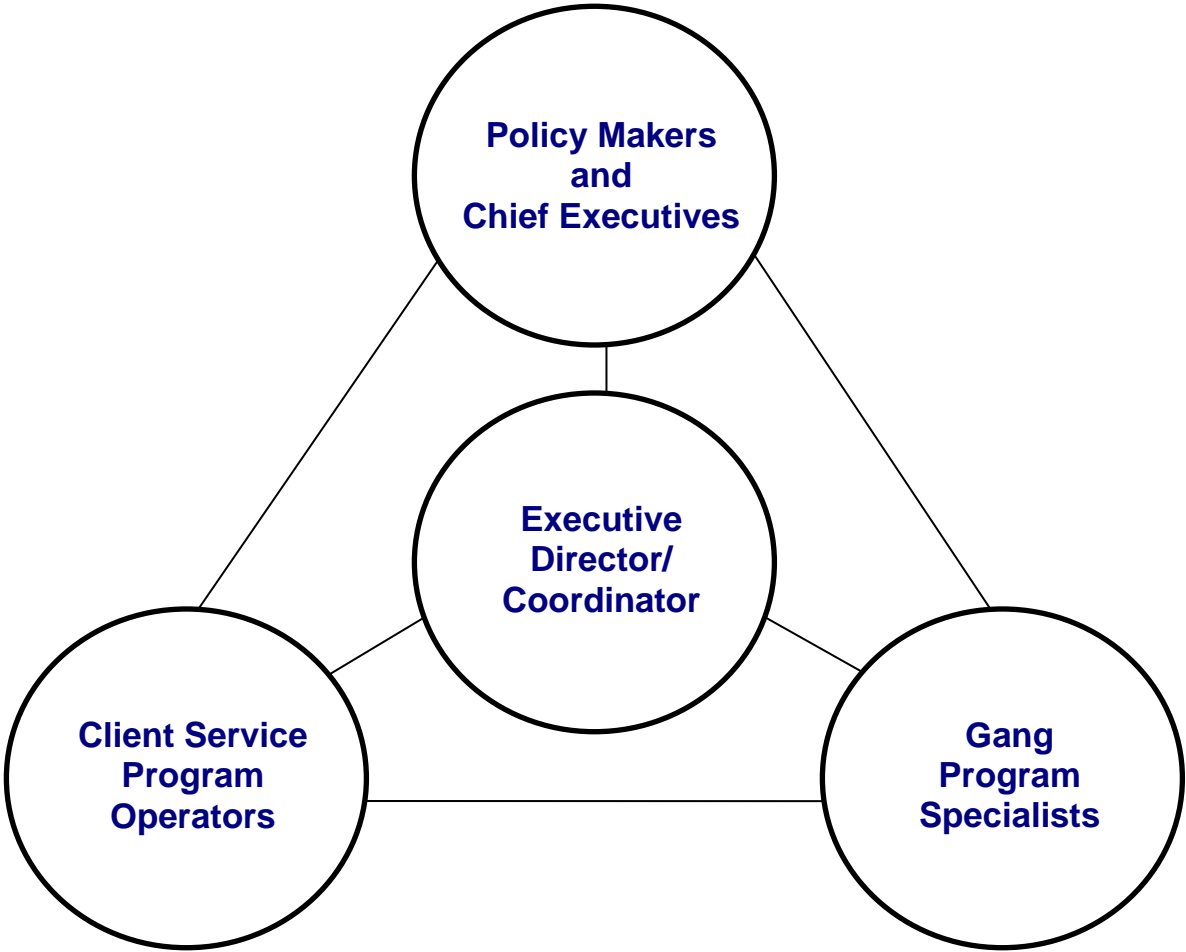
POSSIBLE FUNDING SOURCES

- County of Santa Barbara
- City of Santa Barbara
- Philanthropists/Foundations
- Santa Barbara School Districts
- Santa Barbara County Schools
- Business Community
- City of Goleta
- City of Carpinteria
- UCSB
- SBCC
- State and Federal Grants
- *In-kind support

* In-kind support could include such things as:

- Functioning as the employer of record (personnel system, recruitment and selection process, benefit system)
- Financial Management (accounting, purchasing, systems and controls)
- Legal representation
- Equipment and supplies
- Office space
- Information technology support
- Staff assistance

SOUTH COAST TASK FORCE ON YOUTH GANGS
ORGANIZATIONAL RELATIONSHIPS



SOUTH COAST TASK FORCE ON YOUTH GANGS

NEXT STEPS

- Finalize and implement a bridge program that will allow for a smooth transition from the initial summer program to a school year program

- Present draft recommendations to and receive approval from the Strategy Committee (September 8, 2008)

- Present the approved recommendations of the Long Term Steering Committee to the agencies/individuals invited to serve on the Policy and Executive Council and Teams – GOAL: Receive program support and buy-in

- Select interim staffing to further develop and begin the implementation of the strategy

- Procure funds and negotiate agreements