

South Coast Task Force on Youth Gangs Reports and Recommendations

September 8, 2008



STATE STRE.

South Coast Task Force on Youth Gangs

- Background
- Short-Term Strategy
 - Summer Program
 - Casework Presentations
 - Bridge Program
- Proposed Long-Term Strategy
- Next Steps

Timeline

March 07	Youth Gang Homicide
November 07	Council directs staff to engage community support
January 08	Meeting with 45 community stakeholders convened
March-June 08	Strategy Planning Committee bi-weekly meetings
June-August 08	Summer Program by Short Term Strategy Committee
July-August 08	Long Term Strategy Committee drafts plan
September 08	Presentation to Strategy Planning Committee

June 2007

- Council supplemented FY 2008 Police and Parks and Recreation budgets
- Gave direction to increase police enforcement and after school services

November 2007

Progress Report to Council

- Reactivated Neighborhood Bicycle Patrol
- Increased gang sweeps and gang association warrants
- Increased deployment during community events
- Reestablished the Serious Habitual Offender Program
- Established new and expanded Parks and Recreation Programs
- Secured \$863,000, 3-year renewable jobs grant
- Expanded City youth jobs programs

November 2007 Council Direction

“City needs to serve as a convener to partner with others to address the community problem of youth gang violence.”

November 2007

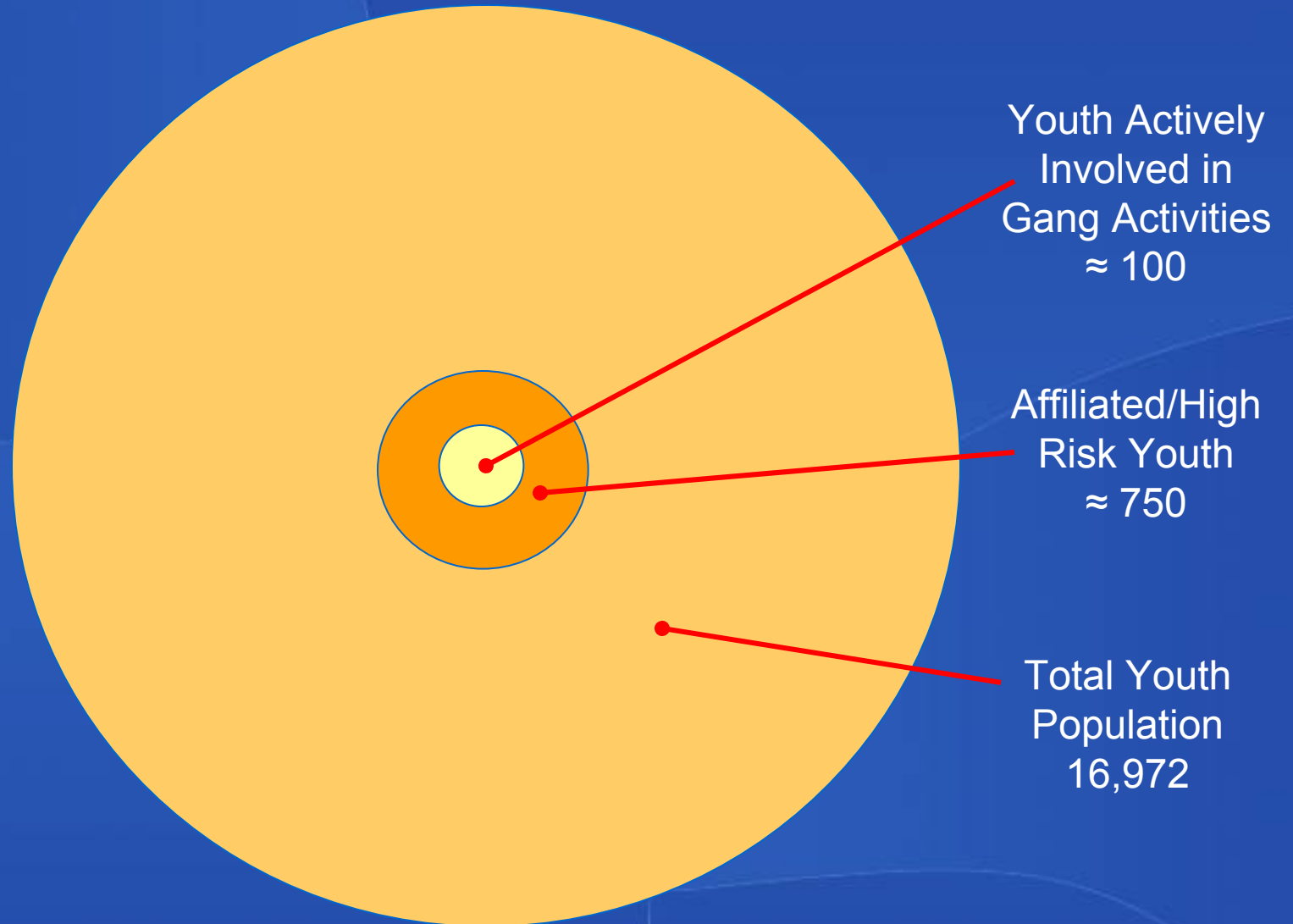
City Administrator formed Executive Team to Develop and Implement an Action Plan:

- Jim Armstrong, City Administrator
- Joan Kent, Assistant City Administrator
- Camerino Sanchez, Chief of Police
- Nancy Rapp, Parks and Recreation Director
- Marcelo Lopez, Administrative Services Director
- Rich Glaus, Deputy Chief of Police
- Don Olson, Special Projects Manager
- Sarah Hanna, Recreation Programs Manager

Executive Team Brainstorming...

- Where do we start?
- What should be: Our focus? Our Mission? Our Vision?
- Who needs to be involved?
Cities and County Government, City and County Schools, Social and Human Services Agencies, Law Enforcement Agencies (police, probation, courts), Charitable Foundations, Business Sector, Families, and Community Leaders, among others
- What have we done in the past? How is it relevant to today's needs? What do we need to do?
- What resources do we need?

Focus



Strategy Sectors



January 31, 2008 Work Session

Included 45 stakeholders involved with the intervention, prevention and suppression of youth gangs to:

- Solicit their perspective
- Assess community support and interest
- Decide on next steps

January 31, 2008 Work Session Attendees

Santa Barbara County Education ▪ Family Services Agency
Santa Barbara Police Department ▪ El Puente Community School
Santa Barbara Foundation ▪ Zona Seca ▪ City of Santa Barbara
Teen Court ▪ Collaborative Communities Foundation
Community Action Commission ▪ Santa Barbara City College
JS Bower Foundation ▪ Santa Barbara School Districts
Orfalea Foundation ▪ AllforOne ▪ Hutton Foundation
Santa Barbara County Probation ▪ United Way ▪ Fighting Back
Casa De La Raza ▪ Santa Barbara YMCA ▪ Boys and Girls Club
Santa Barbara County Alcohol, Drug, and Mental Health Department
Juvenile Justice Delinquency Prevention Commission

January 31, 2008 Work Session Consensus

- The violence is unacceptable.
- With all of our programs and services, we are not reaching gang youth at the core
- There are opportunities to improve work with each other
- We need a strategic plan – but build from the existing foundation
- It's a regional issue that requires regional collaboration and an institutionalized structure

January 31, 2008 Work Session

Next Steps

- Produce a comprehensive inventory of youth and family service providers with a focus on youth involved with gangs
- Improve coordination of programs and activities, and reduce “bureaucracy”
- Develop a comprehensive strategic plan to address youth gang violence
- Develop next steps and action plans to institutionalize a long term solution

Strategy Planning Committee

Ben Romo ▪ Bill Batty ▪ Brian Sarvis
Cam Sanchez ▪ Chuck Slosser
Don Olson ▪ Ed Szeyller ▪ Frank Banales
Fred Razo ▪ Jim Armstrong
John Romo ▪ Jon Clark ▪ Lennie Kwock
Marcelo Lopez ▪ Martin Conoley
Matt Sanchez ▪ Michael Gonzalez
Nancy Rapp ▪ Penny Jenkins ▪ Rich Glaus
Sarah Hanna ▪ Babatunde Folayemi

Strategy Planning Committee

March 11 – June 9, 2008 - Strategy Planning Committee Organizational Meetings:

- Confirmed consensus points from January 31, 2008
- Met every other week
- Immediately improved communications and collaboration of key stakeholders
- Received input and analyzed options
- Set work plan priorities
- Formed Short-Term Summer Program Committee
- Formed Long-Term Strategy Committee

Summer Program Committee Report and Recommendations

Short-Term Summer Program Committee

Fred Razo, Chair

Cam Sanchez ▪ Penny Jenkins ▪ Martin Conoley

Ben Romo ▪ Lennie Kwock ▪ Bill Batty

Michael Gonzalez ▪ Brian Sarvis

Gloria Sanchez ▪ Saul Serrano

Frank Banales ▪ Matt Sanchez

Bonnie Beedles ▪ Babatunde Fodayemi

Alejandra Gutierrez

Summer Program

- Goal:
 - Plan, organize and implement a summer program targeted at youth involved in gangs or at risk of being involved
- Desired Outcomes:
 - Improve educational standing
 - Reduce occasions for conflict during the summer by offering positive alternatives
 - Improve coordination and communication by local organizations

Summer Program

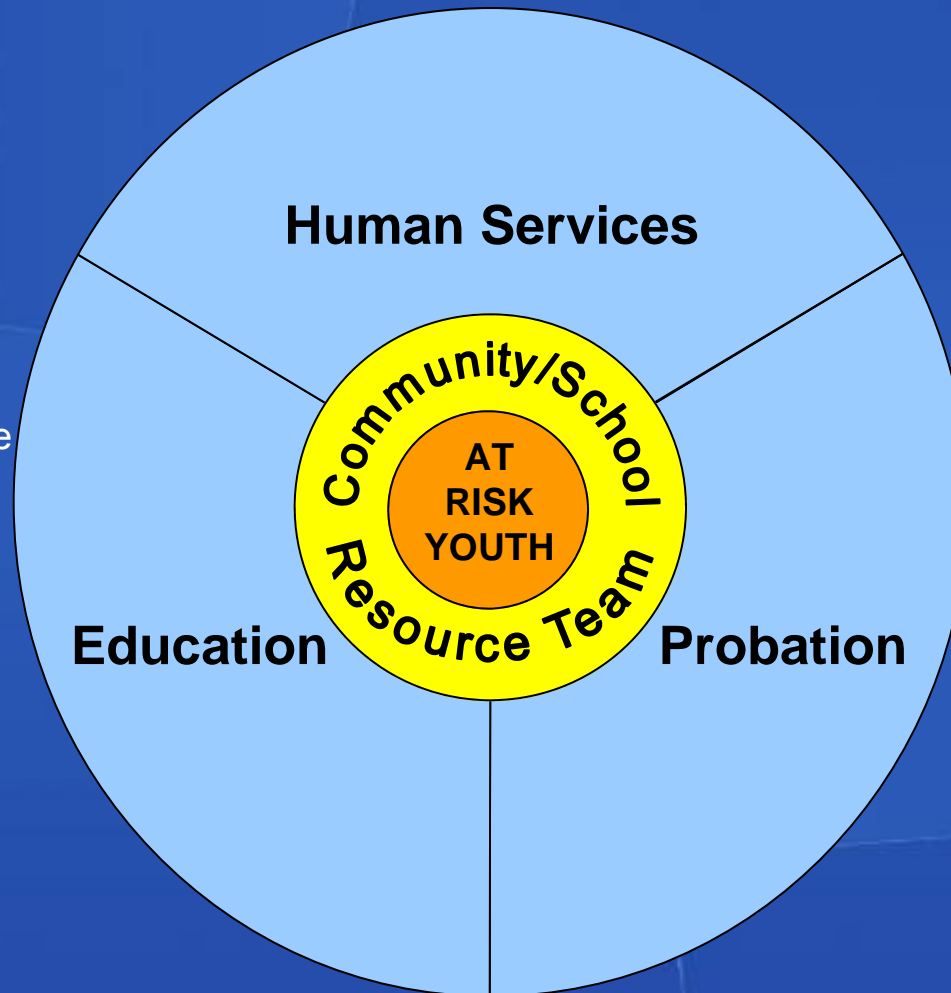
- When: Summer - June to September
- Who: Targeted 82 youth
- What: Individualized plans
Individual/family counseling
Individual/family support services
Jobs and summer activities
- How: Community/School Resource Team
Triage of Delivery/Agency coordination
- Where: Santa Barbara/South Coast

Community/School Resource Team Triage of Delivery

Short Term Summer Strategy: June – September 2008

EDUCATION

- Coordinate with Social Services and Probation
- Provide Counseling
 - Vocational
 - Career
 - Family
- Develop Educational Profile
 - Truancy/Attendance
 - GPA
 - Semester Progress
 - Behavior
 - High School Exit Exam
 - Goals
- Develop Student Specific Plan



HUMAN SERVICES

- Coordinate with Probation and Education
- Counseling
 - Substance Abuse
 - Personal
 - Family
- Follow/Augment Client Specific Plan
- Employment

PROBATION

- Coordinate with Education and Social Services
- Refer Youth for Assessment and Services
- Follow/Augment Client Specific Plan

Summer Program

Step 1: Identify At Risk Youth



Step 2: Develop Individual Plans



Step 3: Access Services



Step 4: Measure Outcomes

- Develop Individual Plan
- Participate Counseling
 - Student and/or Family
- Access Support Services
- Improve Academic Standing
 - Improve School Attendance
 - Secure Employment
- Recidivism

Summer Program Case Workers

Case Workers:

Gloria Sanchez Arreola, Transitional Youth Case Manager,
Santa Barbara County Office of Education

Alejandra Gutierrez, Neighborhood Intervention Specialist SBSD

Saul Serrano, Program Health Educator, CAC/Los Compadres

Tony Rincon, Fighting Back Contracted Services, SBCEO

Vince Castro, AllforOne Mentor/ Outreach Worker

Program Coordinators:

Fred Razo, Administrator, Santa Barbara County Education
Office, Juvenile Court and Community Schools

Ben Romo, Director, Center for Community Education, SBCEO

Bonnie Beedles, Program and Policy Consultant, CCE, SBCEO

Case Workers Panel Discussion

Panel

Gloria Sanchez Arreola, Transitional Youth Case Manager, Center for Community Education, SBCEO

Saul Serrano, Program Health Educator Community Action Council/Los Compadres

Vince Castro, AllforOne Mentor/ Outreach Worker

Moderator

Ben Romo, Director, Center for Community Education, Santa Barbara County Education Office

Summer Program Information/Outcomes

- 82** Enrolled
- 82** Individual Plans Prepared
- 230** Student mentoring sessions
- 30** Family communication mediator sessions
- 8** Educational Counseling Sessions
- 75** Received support services
- 20** Participated in four Field Trips
- 10** Obtained jobs

Summer Program High School Status

30 **Secondary School Graduates**

- 24 Los Robles High School Graduates
- 6 Santa Barbara High School

52 **Secondary School Age Students**

- 16 HS Credit Compliant no Summer School
- 36 HS Credit Deficient need Summer School

17 **Attended Summer School: 47%**

- 12 Achieved Credit Compliance: 70%
- 5 Transferred from home school into El Puente: 14%

Probation and Arrests Status

43 On Probation

40 Completed Terms and Conditions of Probation: 93%

3 Did Not Satisfy Terms and Conditions of Probation: 7%

39 Not on probation

2 Felony Arrests

8 Misdemeanor Arrests

3 Misdemeanor Citations

2 Curfew Citations

1 Bicycle on Sidewalk Citation

Personal Comments

- “I’m scared – I don’t want to end up in prison – I want out but I don’t know how...”
- “I don’t want my younger brother to join a gang and be like me, work with him, please ...”
- “Thanks for helping me learn how to speak to my daughter; now we’re talking...”
- “I know I can do it; all I need is a little help”
- “I thought that no one cared – thanks...”

Bridge Program Strategy

82 Students Enrolled

30 Students Graduated

82 Need Continued Support

Bridge Program Strategy Focus

- Continue the “Case Work”
- Send “Briefs” to Continue Counseling and Support
- Keep the Short-Term Steering Committee in Place

Bridge Program Strategy Action Taken

- Shifted the “Case Work” to Counselors in Nine Schools
 - 3 – Junior High Schools
 - 3 – High Schools
 - 3 – Alternative Schools
- Sent 52 “briefs” to School Counselors in Nine Schools to Continue Counseling and Support Services
- Maintaining the Short Term Steering Committee to:
 - Continue program support
 - Continue to improve agency communication and coordination
 - Monitor progress, identify and support needs
 - Collect Pre and Post 2007-08 and 2008-09 education data for 52 ongoing students to measure results
 - Collaborate with the Long Term Strategy Committee

Long Term Strategy
Steering Committee
Report and DRAFT
Recommendations

Long Term Strategy Steering Committee

July 8 – August 18, 2008

Bill Brown ▪ Jim Armstrong ▪ Cam Sanchez

Fred Razo ▪ Patty Stewart

Brian Sarvis ▪ Chuck Slosser

Marcelo Lopez ▪ Penny Jenkins

Fran Forman ▪ Don Olson

Martin Conoley ▪ Nancy Rapp

What Did We Do?

Again – We brainstormed on options...

- Where do we start?
- What should be: Our focus? Our Mission? Our Vision?
- Who needs to be involved?
 - Cities and County Government
 - City and County Schools
 - Social and Human Services Agencies
 - Law Enforcement Agencies (police, probation, courts)
 - Charitable Foundations
 - Business Sector
 - Families
 - Community Leaders, among others
- What have we done in the past? How is it relevant to today's needs? What do we need to do?
- What resources do we need?

Long Term Plan - GOALS

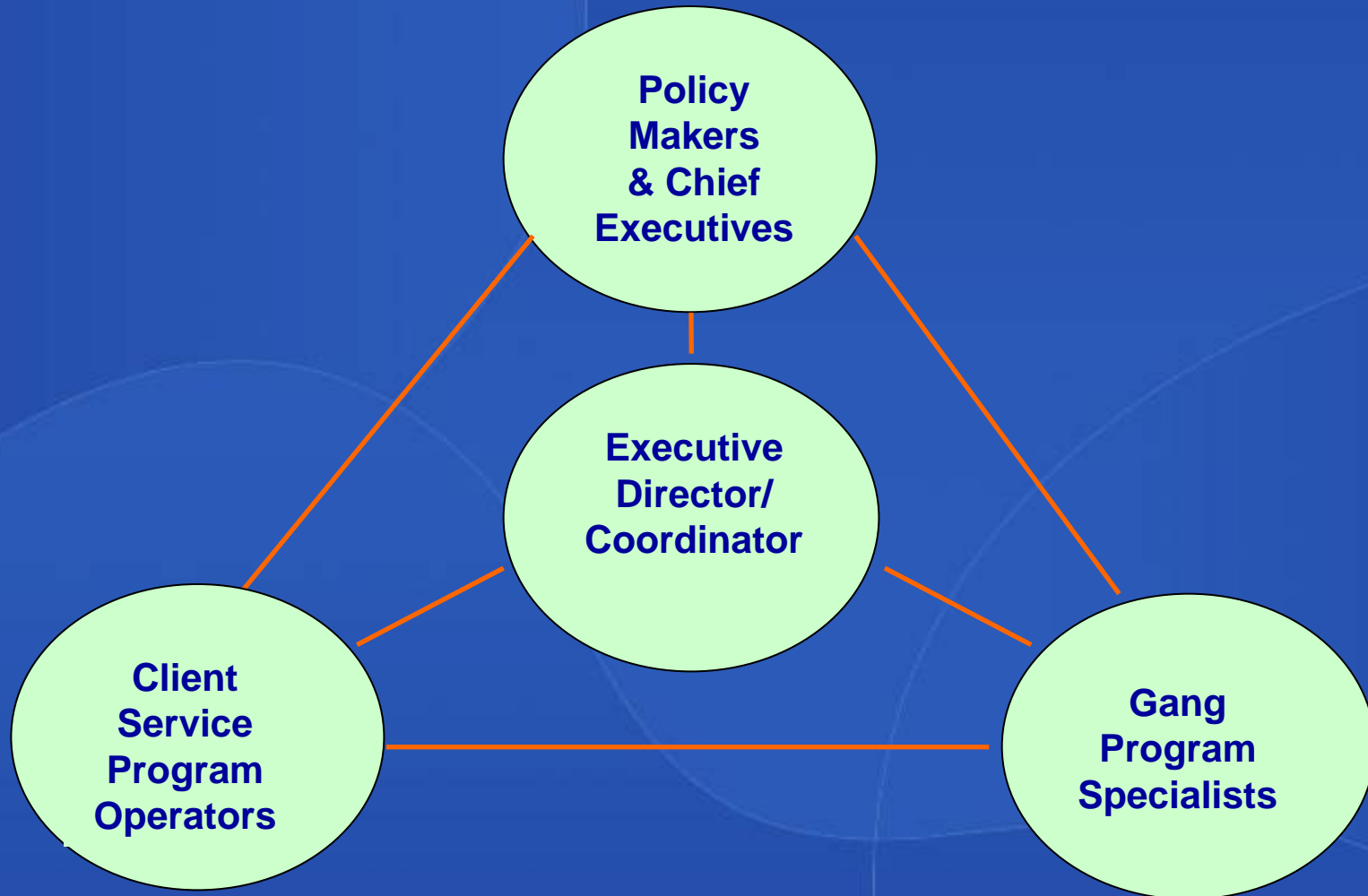
- Build on the foundation established by the Short-term strategy group
- Establish clear differentiation between policy and operational roles and responsibilities
- Focus on institutionalizing a coordination strategy and not operating programs
- Create a south-coast model with a potential for countywide expansion

Draft Long Term Strategy

Key Elements

- Builds upon the summer model of gang specialists who work directly with gang members and at-risk youth
- Fosters an environment for better collaboration and coordination of existing and new programs
- Focuses on a permanent leadership structure to provide long term financial and institutional support
- Recognizes the need to measure program results

Organizational Relationships



Gang Program Specialists

South Coast Task Force on Youth Gangs

YOUTH GANG SPECIALIST TEAM

Description

- The “front line persons” working on gang intervention, suppression and prevention
- Work as a team - focus on youth who are or have been identified as potential gang members

South Coast Task Force on Youth Gangs

YOUTH GANG SPECIALIST TEAM

Ideally – one gang specialist assigned to El Puente, and each junior/high school who will:

- Spend at least 25% of the time in the community after the normal school day
- Provide input for client specific plans

South Coast Task Force on Youth Gangs

YOUTH GANG SPECIALIST TEAM

- Counsel youth and families and link them to programs to move away from gangs
- Serve as a confidant who can be trusted in time of need
- Work with other Youth Gang Specialists to avert conflicts and reduce gang violence

South Coast Task Force on Youth Gangs

YOUTH GANG SPECIALIST TEAM

Organizational Assignment

- Employed by their respective school districts
- Receive coordinated training/briefings to ensure a consistent strategy and approach

Client Service Program Operators

South Coast Task Force on Youth Gangs

PREVENTION, INTERVENTION & SUPPRESSION PROGRAM TEAM

Description

- The organizations on the front lines directly providing youth gang prevention, intervention and suppression programs and services

Meeting Frequency

- Meets as needed to promote coordination

South Coast Task Force on Youth Gangs

PREVENTION, INTERVENTION & SUPPRESSION PROGRAM TEAM

Purpose

- Plan, organize, implement and monitor youth gang prevention, intervention, and enforcement programs
- Establish linkages and coordination
- Work as a team, solve problems, combine resources and reduce bureaucracy
- Build from and support the work of the Short-Term Summer Strategy Committee

South Coast Task Force on Youth Gangs

PREVENTION, INTERVENTION & SUPPRESSION PROGRAM TEAM

PARTIAL LIST – COMPOSITION WILL CHANGE AS NEEDED

County Education ▪ La Casa de la Raza Youth Center
CAC/Los Compadres ▪ Zona Seca ▪ Affirm Project
Cottage Hospital Liberty Tattoo Removal ▪ SAFTY Program
AllforOne ▪ Turf to Surf ▪ County Sheriff ▪ SBPD ▪ Council on
Alcoholism and Drug Abuse ▪ District Attorney Probation ▪
Alcohol ▪ Drug and Mental Health Services ▪ Family Services
Agency ▪ School Districts ▪ City College ▪ Y STRIVE for
Youth ▪ Tri- County Restorations Youth Program
Peace Education Project ▪ Planned Parenthood
Collaborative Communities Foundation
Santa Barbara City Parks and Recreation
Metropolitan Transit District

Policy Makers and Chief Executives

Leadership Council

South Coast Task Force on Youth Gangs

LEADERSHIP COUNCIL

Description

- Community officials leading or representing political organizations who can commit resources

Composition

- Nine elected local government officials, two foundation officers, and one each representing families, youth, UCSB and faith community

South Coast Task Force on Youth Gangs

LEADERSHIP COUNCIL

Purpose

- Policy oversight
- Represents south coast regional commitment to a five-year pilot program
- Commits and secures resources
- Meets with Executive Council to measure progress/chart direction

Meeting Frequency

Meets every four months

Executive Council

South Coast Task Force on Youth Gangs

EXECUTIVE COUNCIL

Description

- South coast chief executives who can provide direction, organizational support and funding for the South Coast partnership on youth gangs

Composition

- One each from Sheriff, Chief of Police, UCSB, SBCC, Business, Fighting Back, All for One, CAC, SB Foundation, Probation, Social Services, two School Superintendents, and four City/County Executives

South Coast Task Force on Youth Gangs

EXECUTIVE COUNCIL

Purpose

- Serves as a pass through structure for joint projects
- Allocates resources, reduces bureaucracy and promotes coordination
- Hires/oversees the Gang Program Director/Coordinator
- Institutionalizes policies and programs

South Coast Task Force on Youth Gangs

EXECUTIVE COUNCIL

Organizational Structure

- Could be established formally agreeing to roles, responsibilities, and funding commitments

Meeting Frequency

- Meets monthly during first year - less thereafter

**Executive
Director/
Coordinator**

South Coast Task Force on Youth Gangs

EXECUTIVE DIRECTOR/COORDINATOR

Roles and Responsibilities

- Appointed by/reports to Executive Council
- Staffs the Leadership/Executive Councils
- Identifies services/program gaps and facilitates organization linkages/coordination
- Implements strategies to accomplish goals and monitors youth gang program results

South Coast Task Force on Youth Gangs

EXECUTIVE DIRECTOR/COORDINATOR

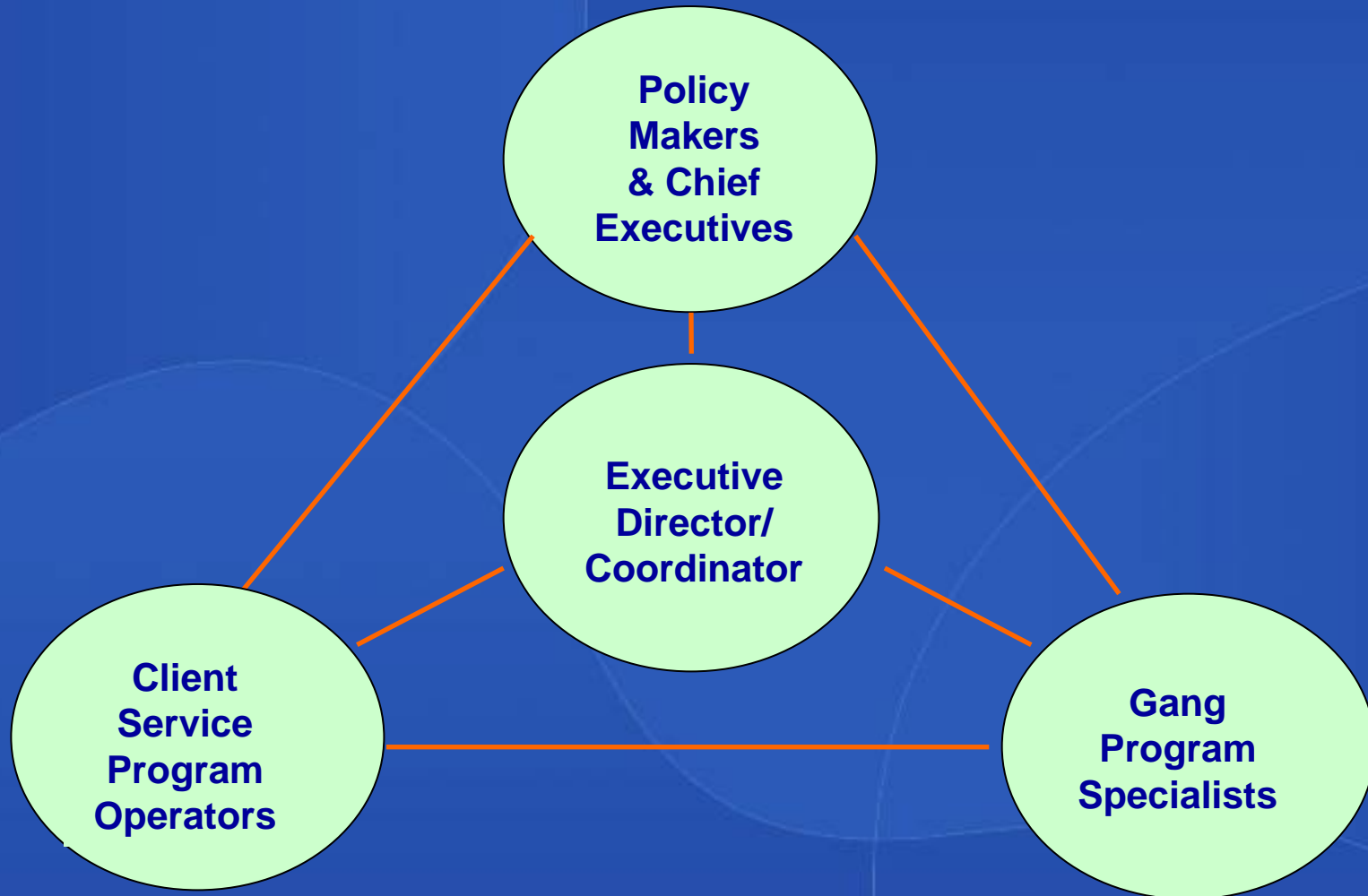
- Coordinates the development of grant proposals for public/private funds for youth gang programs
- Assists the Executive Council to procure, receive and distribute “partnership” and “pilot program” funds to youth gang program operators
- Facilitates the meetings of the Leadership/ Executive Councils

South Coast Task Force on Youth Gangs

EXECUTIVE DIRECTOR/COORDINATOR

- Develops and implements public information programs
- Prepares periodic reports and develops goals/objectives action plans and budgets
- Prepares and presents the five year milestone report

Organizational Relationships



POTENTIAL FUNDING SOURCES

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

Possible In-Kind Support?

- Functioning as the employer of record (personnel system, recruitment and selection process, benefit system)
- Financial Management (accounting, auditing, purchasing)
- Legal representation
- Office space, equipment and supplies
- Information technology support
- Support staffing

NEXT STEPS

January 31, 2008 Work Session Consensus

- The violence is unacceptable.
- With all of our programs and services, we are not reaching gang youth at the core
- There are opportunities to improve work with each other
- We need a strategic plan – but build from the existing foundation
- **It's a regional issue that requires regional collaboration and an institutionalized structure**

Next Steps

- Receive comments, make revisions to proposed structure and secure approval
- Assign interim full-time staff to refine and present the program to South Coast partners
- Begin presentations and secure endorsements from County, Cities and South Coast partners to institutionalize the effort to address youth gang violence